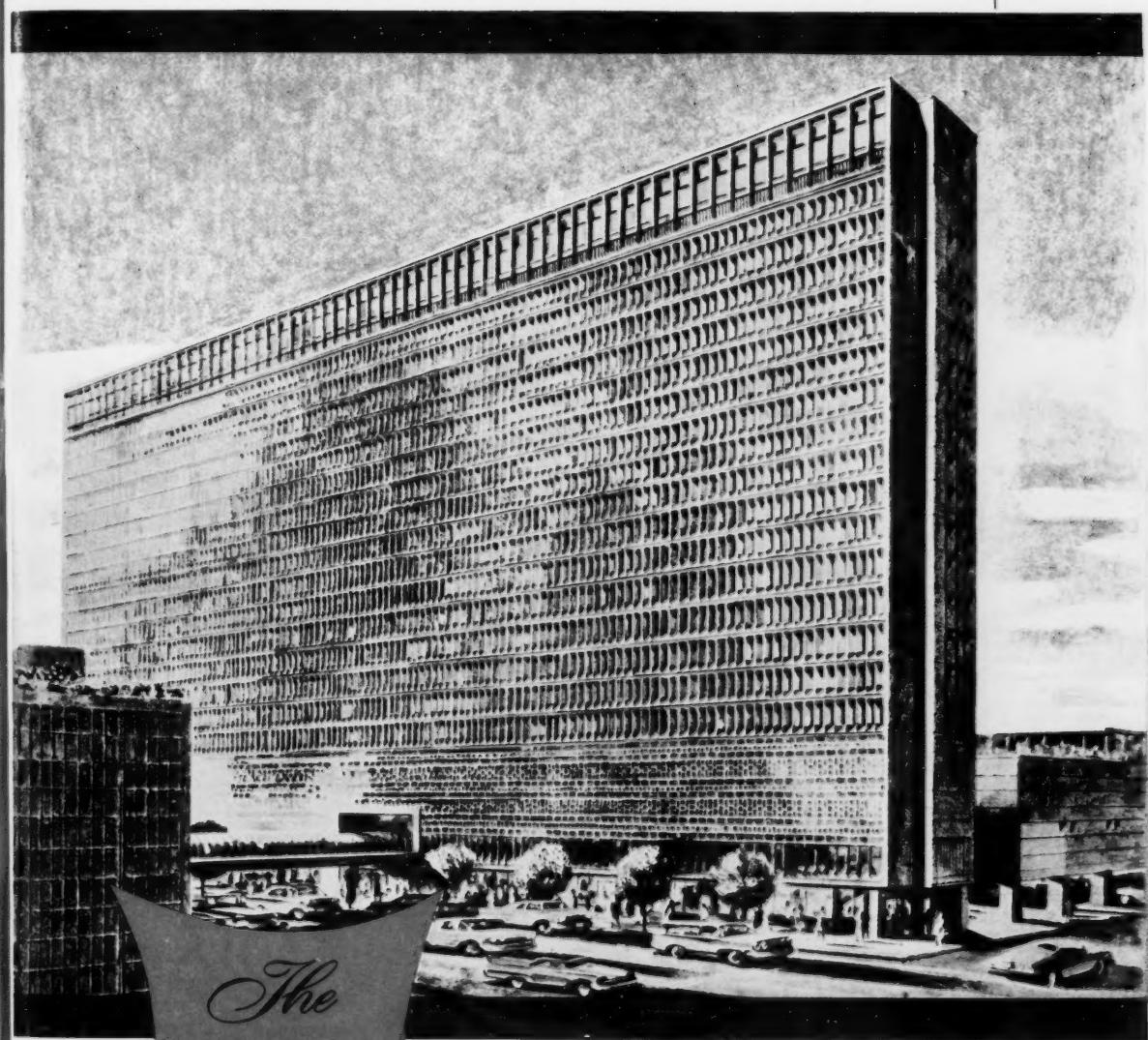


CLUB

Management

THE NATIONAL MAGAZINE
FOR EXECUTIVES OF TOWN
AND COUNTRY CLUBS

JANUARY
1961



The
Denver
Hilton

WELCOME TO DENVER

1961 CONFERENCE

SPECIAL MILE HIGH SECTION: PAGES 43-87



Both belong

The hearty flavor of 100 proof bottled in bond Old Forester is naturally a favorite with many of your members.

For those who prefer it in a more subtle version, Old Forester is also available at 86 proof. Keep both on your bar.

Promised on every label:

*"There is
nothing better
in the market"*

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YOUR FOOD SERVICE OPERATIONS
with

STERNO® EQUIPMENT

using famous STERNO Canned Heat Fuel

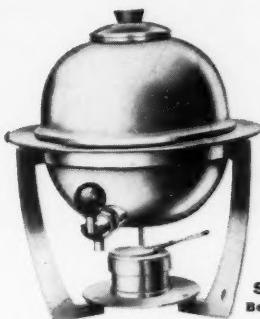
Glamorous at-the-table dining-room service . . . sophisticated cocktail-lounge service . . . smart and efficient buffet service . . . simplified room service



—you'll find them all easy and profitable to provide with Sterno's complete line of high-quality brass, copper and stainless-steel serving equipment. All these "Aids to Fine Service" burn safe, clean, economical Sterno Canned Heat Fuel.



STERNO
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Dish Set



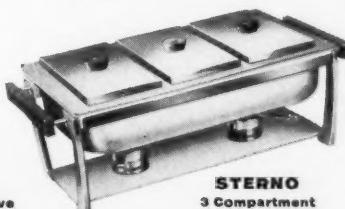
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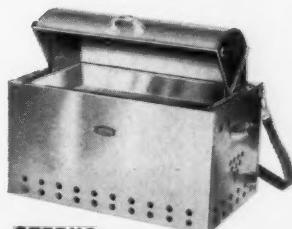
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with Crepe Suzette Pan



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STERNO, Inc.

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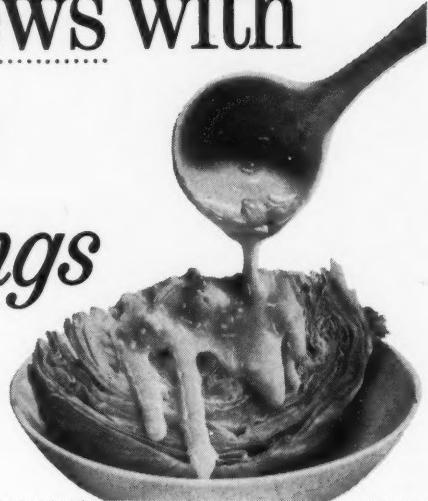
A Subsidiary of Colgate-Palmolive Company
9 East 37th Street, New York 16, N. Y.

Makers of Safe, Dependable STERNO CANNED HEAT FUEL

Write advertisers you saw it in CLUB MANAGEMENT: JANUARY, 1961

You can make news with Roquefort or Blue Cheese Dressings

*Spark your salad sales with these
formulas—easily made with
Wesson Basic 3-to-1 Dressing*



ROQUEFORT OR BLUE CHEESE DRESSINGS

General Method: Blend cheese with other ingredients before adding Wesson Basic 3-to-1 French Dressing. Percentage figure shows weight proportion of Roquefort or Blue cheese.

SUPERB (29%)

Cream, sour cream or yogurt	1 cup
Blue cheese or Roquefort	1 pound
Wesson 3-to-1 Basic French Dressing	1 quart

VARIATIONS:

1. Add $\frac{1}{4}$ teasp. seasoning salt, such as Lawry's, per cup.
2. Add $\frac{1}{4}$ teasp. Hot Sauce per cup.
3. For fruit salads, add 1 teasp. grated orange peel per cup.
4. For a thinner dressing, use up to 2 quarts of Wesson Dressing.
5. For a less tart dressing, add Wesson and/or sugar to taste.

MONTICELLO (28%)

Blue cheese or Roquefort	1 pound
Brown sugar	2 tablesp.
Tomato sauce, such as Hunt's	1 cup
Wesson 3-to-1 Basic French Dressing	1 quart

VARIATIONS:

1. Add 1 clove garlic, minced, per cup.
2. Add $\frac{1}{4}$ teasp. Hot Sauce per cup.
3. Add $\frac{1}{4}$ teasp. basil or tarragon, crumbled, per cup.
4. For a thinner dressing use up to 2 quarts of Wesson Dressing.
5. For a less tart dressing, add Wesson and/or sugar to taste.

RUSSIAN (25%)

Blue cheese or Roquefort	12 ounces
Chili sauce	1 cup
Wesson 3-to-1 Basic French Dressing	2 cups
Pickle relish	$\frac{1}{2}$ cup

SIMPLICITY (20%)

Wesson 3-to-1 Basic French Dressing	1 quart
Blue cheese or Roquefort, crumbled	8 ounces

GOLDEN GATE (18%)

Eggs, slightly beaten	2 to 3
Wesson 3-to-1 Basic French Dressing	1 quart
Sugar (optional)	2 tablesp.
Blue cheese or Roquefort, crumbled	8 ounces
Special Method: Combine eggs and Wesson Dressing. Add sugar and crumbled cheese.	

CREAMY (15%)

Blue cheese or Roquefort	8 ounces
Cream cheese	8 ounces
Cream	$\frac{1}{2}$ cup
Wesson 3-to-1 Basic French Dressing	1 quart

TABLE D'HOTE (10%)

Blue cheese or Roquefort	4 ounces
Cream	$\frac{1}{2}$ cup
Wesson 3-to-1 Basic French Dressing	1 quart

WESSION 3-TO-1 BASIC FRENCH DRESSING

Approximate Yield: 1 Gallon

INGREDIENTS	AMOUNT
Wesson	3 quarts
Vinegar	1 quart
Salt	5 tablesp.
Sugar	3 tablesp.
Paprika	2 tablesp.
Pepper	1 tablesp.

Combine ingredients. Shake or beat well before using.

Quik-Tips from Wesson for Extra Profits

- To cut costs, don't skimp on ingredients . . . do control amount on salads. Because delicate Wesson lets more cheese flavor shine through, a little dressing goes a long, tasty way.
- For extra elegance—and portion economy—offer dressings at the table. Customers often serve themselves less than you would.
- Your own Wesson dressings are more versatile. Try the Monticello for vegetable salads, the rich Superb for lettuce hearts or a chef's entree salad, the economical Table d'Hote as a regular luncheon choice.
- Always use Wesson—light and fine as an oil can be. Remember, you can prepare \$700 worth of salads from a 5-gallon can of Wesson.

The Wesson People

New Orleans, Louisiana

Makers of Heavy-Duty MFB . . . Keap . . . Quik-Blend . . . Meedo . . . Quiko . . . Task



Mile High Section

We're proud to present this month a special salute to the Mile High Chapter and the forthcoming Denver CMAA Conference, January 25-29. You'll find the special section starting on page 43 and continuing through page 87.

Your attention is called especially to the unusually worthwhile feature articles in this section. Topics covered by experts in their respective fields include swimming pool problems, tennis courts, management, design, and consulting services.

In addition, you'll find a special message from President Eisenhower, letters from Palmer Hoyt (publisher of the *Denver Post*) and Howard Mehlman (dean of Denver club managers), articles on Denver club life and Denver itself, as well as two articles on the big conference this month.

Our special thanks go to the entire Mile High Chapter and Horace Duncan, conference general chairman, who made this section possible. It is the largest chapter section ever run in CLUB MANAGEMENT. We feel sure readers all over the country will find information in this section that will make their job of running a club a little easier.

In This Issue

Don't forget the regular section of CLUB MANAGEMENT this month because there is plenty that should be helpful to you.

Labor problems and employee relations are in the spotlight, with a series of four articles giving answers to the many questions these topics involve. And, in addition, you'll want to read the regular departments which are included in this issue.

Coming Attractions

February will see CLUB MANAGEMENT feature swimming pool and outdoor articles, with special emphasis on how you can increase your business during the spring and summer. Included will be articles on pools, tennis programs and outdoor parties.

March will be the annual Conference Issue in which we will report the Denver conference in detail including the speeches and seminars. Those who attended the conference will want to use the March issue to refresh their memories on the important education program, and those who were unable to attend the conference will use the March issue as a "conference in print" and a guide to better club management.

CLUB
Management

An Independent Publication

THE NATIONAL MAGAZINE
FOR EXECUTIVES OF TOWN
AND COUNTRY CLUBS

Title Registered
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Denver Hilton, Headquarters for 34th CMAA Conference Courtesy, Denver Hilton Hotel

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NEW YORK CITY: Don J. Robertson, Eastern Advertising Manager, 551 Fifth Avenue, Tel. MURray Hill 2-2831.
LOS ANGELES: Smith and Hollyday, Inc., 5478 Wilshire Blvd., Tel. WEBster 8-0111.
SAN FRANCISCO: Smith and Hollyday, Inc., 22 Battery St., Tel. YUKon 1-1299.

CLUB MANAGEMENT is published monthly by the Commerce Publishing Company. Second class postage paid at St. Louis, Mo., and at additional mailing offices. Subscription rates: Three years \$6.00; two years \$5.00; one year \$3.00; 50¢ a copy. Convention issue and back copies \$1.00 each.

CLARK PUBLICATIONS: Club Management, Picture and Gift Journal, Mid-Continent Banker, The Local Agent, Life Insurance Selling, Mid-Western Banker.

DESIGNATED BY THE CLUB MANAGERS ASSOCIATION OF AMERICA AS OFFICIAL PUBLICATION

CMAA Executive Offices: 1028 Connecticut Ave., N.W., Washington 6, D.C.
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WINE Pressings



by Henry O. Barbour

Wines for the Smaller Club

Some readers evidently have the impression that the promotion of wine is the province solely of the large club—that a large inventory and special employees are necessary to do "a job on wine."

On the contrary, the smaller the club the more intensive should be the effort to sell wines. In these days of ever rising costs with always too little dues income, the small operation needs especially to exploit to the fullest possible avenues of increased income.

Success Story

A small club of 250 members has, in one year, raised wine sales from nothing to \$500 last month, or an ad-

ditional profit of \$1850! And this was accomplished at an out-of-pocket cost of less than \$75 which went for a printed wine list and two types of wine glasses.

A seven-ounce "all-purpose" glass was purchased as were more saucer champagne glasses to augment the existing bar glass inventory. Champagne coolers were supplied by a wholesaler, as were corkscrews for ALL the service personnel and the manager. Even if state laws prohibited this type of aid, another \$25 would cover these needs.

The cases in which the wines were delivered were used for bins, and occupied a space five feet high, seven

feet long and eighteen inches deep in the beverage storeroom. One or two bottles of each wine were stored on the back bar for rapid service, with whites and champagnes in the dry beer box.

The Inventory

"But what about the cost of the wine?"

This is not an expense, but an *investment*. The club's original investment was \$940.50 for 28 cases of 17 different wines. Sales for the first year totaled \$3859 so the wine inventory was turned four times (two times a year is considered average). Arrangements were made originally with the various wholesalers to "protect" the club, by reserving two cases of each wine ordered originally to prevent the wine list from being out-of date too soon.

All the employees were briefed on the project when it started. The salutary effect on their take-home pay through the increases in service charge was (and is still) stressed. They were trained in the simple steps of wine service. By the end of the first month, through a series of four tastings, all were familiar with the flavor of each wine and had learned which wine or wines should accompany each entree on the menu. During the year they have seen two movies on wine, "Daily Double" from the Wine Advisory Board of California, and "France's Buried Treasure" prepared by the Champagne Producers of France and distributed by Tribune Films, Inc., 141 East 44th Street, New York 17.

All of this took some of the manager's time, of course, but the board was so pleased at this increase in bar profits that the manager received a \$500 bonus at the end of the year!

Selecting the Wines

Considered in choosing the original wines:

1. Not all the American wines were to come from the same producers, nor were the European wines to be supplied by the same shipper.

2. Those lines that are the best advertised in the area were chosen over equally good, or even perhaps slightly better, non-advertised lines.

3. All things being equal, as many wines as possible were selected from the stocks of the same wholesaler. In other words, Wholesaler A carried only one California and one imported line, so Wholesaler B, who carried two California and one imported line, equally as good as A's lines, got the business. This is more important to the small club than to the large, because the more volume generated with one

WHYTE & MACKAY'S
SPECIAL
BLENDED SCOTCH WHISKY
ESTABLISHED 1844
SOLO PROPRIETORS
WHYTE & MACKAY LTD.
GLASGOW, SCOTLAND
BOTTLED, BLENDED AND BOTTLED IN SCOTLAND
GREAT WESTERN PRODUCERS INC., NEW YORK, N.Y.
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WITH THE CLEAN TASTE!

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Also WHYTE & MACKAY'S Rare 21 Year Old • Blended Scotch Whisky
86 Proof • Imported By Great Western Producers, Inc., New York, N.Y.

5 good reasons why your club's body conditioning program should include Exercycle

1. The total benefits of an Exercycle workout are available in no other way

The Exercycle's exclusive Bergfors "All-Body" Action simulates the exercise value of swimming, rowing, cycling and horseback riding all in one satisfying workout. While other exercise equipment concentrates on one or more portions of the body, the Exercycle energizes every major muscle in the body in a stimulating, coordinated way.

2. Everyone can use the Exercycle

There's never any strain or exhaustion involved in an Exercycle workout. Every member of your club—senior as well as junior—can use the Exercycle without fear of over-exertion. The Exercycle is motor-driven. The *Exercycle* does the work. Beginning exercises are easily within the physical capabilities of any normal man or woman.

3. The Exercycle is convenient to use

Your members can get a satisfying workout with the Exercycle after golf or tennis—before a swim or shower—anytime. The compactness of the Exercycle, for example, makes it ideal for instal-

lation in a locker room where members can use it at their leisure or as part of a daily program of conditioning.

4. Small initial investment

The Exercycle lets you build your body conditioning program in easy stages. For only \$20.00 a month per unit, your club can have the benefits of total body exercise at any season. And remember, the Exercycle is a lifetime purchase.

5. The Exercycle fits your present facilities

The Exercycle takes up only four square feet of floor space. It can be added to your sun room or your present exercise facilities with no trouble at all.

Fill out the coupon below and you'll receive detailed information on the Exercycle, how it works and how it can bring the benefits of *total exercise* to all your club's members.

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630 THIRD AVENUE
NEW YORK 17, NEW YORK**

Please send me free literature on how the Exercycle can enhance our club's physical conditioning facilities.

Name _____

Address _____

City _____ State _____



CM-1

source, the better will be the service. Also, the wholesaler will be readier to "back-up" purchases with a two-case reserve. (Of course in monopoly states, or in those where retailers are the source of supply, this would not be a consideration).

4. One case of each wine was ordered, so that the stock would not be exhausted in the first month or two. Because of the even start, an inventory at any time would reveal the relative popularity of the wines.

5. In vintage wines, only good years '52, '53, '55 & certain '57s) were ordered. In reordering, '59s will be preferred, although they are still really too young.

6. American & European wines for each class were selected to provide numbers with a choice of a good, honest, inexpensive type, and a "big name." Thus the newcomer to the enjoyment of wine could choose without trepidation; yet the expert could select one worthy of his palate.

7. No wines were marked up over 100 per cent.

The Wine

These are the original wines chosen. The producer or importer is shown, with possible alternatives in parentheses.

sis. Approximate costs per case are shown, as is the selling price per bottle.

White Wines

New York State—Half and Full Bottles
CANANDAIGUA LAKE

NIAGARA 1955 (Widmer's) Cost \$13 for fifths, 2.00
\$14 for tenths (Taylor's 1.25h
or Great Western Sauv-
terne)

Regional Chablis

CHABLIS 1955 (Barton and Guestier) 3.75
Cost \$24.50
(Cruse, Sichel, Chanson)

Regional Moselle—Half and Full Bottles

BERNCASTELE R LILAC
SEAL 1957 (Julius Wile)
Cost \$36.00 for fifths, 4.50
\$38.50 for tenths 2.50h
(Sichel, Julius Kayser)

Outstanding Rhine

SCHLOSS VOLLRADS
KABINETT SPAKLESE
1953 7.50
Frank Schoonmaker Selection
Cost \$60.00 a case
(Deinhard, Julius Kayser,
Sichel)

French Sauternes (Sweet)
CHATEAU d'YQUEM 1953
Maxim's of Paris Selection
Cost \$42.00 cs
(B & G, Cruse, Sichel)

Rose Wines

California

GRENACHE ROSE
(Almaden) 2.00
Cost \$14.00
(Gamay Rose of Louis
Martini)

Lorie Valley, France—Full and Half
Bottles

NECTAR ROSE (Barton & Guestier) 2.50
Cost \$15.00 for fifths,
\$17.50 for tenths
Sichel's Travel Rose; Ch.
St. Roseline '55 (Julius Wile) 1.50h

Red Wines

California—Half and Full Bottles

CABERNET SAUVIGNON 1955 (Louis M. Martini) 2.75
Cost \$16.25 for fifths and
\$18.00 for tenths
(Chas. Krug, Almaden,
Beaulieu—or Martin Ray
if cost is of no consideration) 1.50h

Bordeaux Regional—Full and Half
Bottles

MEDOC 1953 (Cruse and Fils)
Cost \$21.50 and \$23.50
for tenths 3.50
B & G. Sichel, Eschenauer) 2.00h

Premier Grand Cru

CHATEAU MARGAUX 7.50
1953
Alexis Lichine Selection
Cost \$48.00
(Maxim's of Paris, B & G,
Sichel, Eschenauer)

Regional Beaujolais—Full and Half
Bottles

BEAUJOLAIS ST. AMOUR 1957 2.75
1.50h
Maxim's of Paris Selection
Cost \$16.75 and \$19.50
for tenths
(Chanson, Alexis Lichine)

Outstanding Burgundy

CHAMBERTIN 1949 10.00
Domaine Marion (Barton & Guestier)
Cost \$66.00 a case
(Sichel, Lupe-Cholet,
Chanson)

Italian

(Continued on page 16)



OLD SMUGGLER. Light in body—delicate in flavor—and developed with patience and scruple, Old Smuggler is truly the "Fashionable Scotch." Ask for it by name next time. You will be richly rewarded.

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ALUMINUM COOKWARE

ITEM	NO.	QTS.	PRICE	NO.	QTS.	PRICE
DOUBLE BOILERS	3104	4	\$10.80	3216	16	\$25.95
	3106	6	11.90	3221	21	29.20
	3109	9	17.50	3225	25	31.60
	3211	11	20.20	3236	36	54.70
	3214	14	23.85			
MIXING BOWLS	502-A	2	2.30	516-A	16	10.45
	504-A	4	3.45	522-A	22	13.10
	507-A	7	5.80	548-A	48	27.40
	512-A	12	8.10			
DISHPANS	414-AH	14	7.95	440-AH	40	19.95
	421-AH	21	10.35	460-AH	60	28.55
	425-AH	25	11.35			
COLANDERS	1509	9	10.30	1518	18	13.80
	1513	13	12.05	1524	24	16.50
BAIL KETTLES	9014	14	7.50	3022	22	11.65
	9018	18	9.10	3028	28	13.85
SPAGHETTI STRAINER	096	5	6.00			
FRY PANS	NO.	TOP DIA.	PRICE	NO.	TOP DIA.	PRICE
	1307	7"	3.25	1312	12"	7.25
	1308	8"	3.90	1314	14"	9.20
	1310	10"	5.80			
DOUBLE ROASTER	NO.		SIZE	NO.		PRICE
	1816	Std. Weight	18½" x 12½" x 9½"	1816	Std. Weight	\$19.95
	1620	Heavy Duty	16" x 20" x 9½"	1620	Heavy Duty	35.20
Standard Weight STOCK POTS	NO.	QTS.	PRICE	COVER NO.		COVER PRICE
	208	8	\$ 5.05	300		
	1212	12	9.10	300½		\$ 1.90
	216	16	10.65	301		2.05
	218	18	11.70	301		2.15
	920	20	12.10	301		2.15
	924	24	13.10	301½		2.15
	230	30	16.05	302		2.65
	236	36	20.85	303		2.85
	240	40	21.75	303		3.25
	250	50	27.65	304		3.25
	260	60	30.35	304		5.25
	280	80	33.35	305		5.25
						6.40
Windsor SAUCE PANS	1701½	1½	3.50	1701½C		
	1702½	2¾	4.20	1702½C		
	1703½	3½	5.00	1703½C		
	1704½	4½	5.70	1704½C		
	1705½	5½	6.25	1705½C		
	1707	7	7.50	1707C		
	1708½	8½	8.20	1708½C		
	1710	10	9.00	1710C		

Compare These Quality Features . . .

- Heavy duty, hard aluminum alloy for rugged, practical service . . . fast, even heat distribution.
- Abrasion and corrosion resistant.
- Rounded corners for quick, easy cleaning and maximum sanitation.
- Extra strength and thickness at tops and bottoms . . . extra thick edges.

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Prices slightly higher west of the Rockies

Last Chance to Get Aboard the Wagon Train

. . . . from Chicago to Denver

By Alex Zagone
and G.V. Marlatt
Convention Transportation
Co-chairmen
Greater Chicago Chapter

There are relatively only a few more hours before you can get aboard the "Wagon Train" to Denver and the coming CMAA conference.

By the time you receive this issue of CLUB MANAGEMENT it might well be January 3, 1961, the announced final date for reservations for the "Wagon Train." But . . . those of you who may be making last-minute plans or changes in previous plans can now wire your "Wagon Train" reservations to Chicago. You have until January 10th; That is the final date. WIRE

your reservations to: G. V. "Jerry" Marlatt, c/o Flossmoor Country Club, Flossmoor, Illinois. Your wire for reservations must be accompanied by a telegraph money order for \$6.25 per person so that you can make reservations for the Chicago activities on Monday, January 23. No refunds of deposits will be made unless information of cancellation is received by January 20.

Special sections of the Wagon Train to Chicago will include: New York, Al Deichler, wagon master; Detroit, Dick Campbell, wagon master; Philadelphia, Harry Hayes, wagon master; Washington; Cincinnati; Cleveland and Toledo; Upper Midwest and Badger State; and Illini. All these sections will converge on Chicago for the gala day on January 23.

All trains with "Wagon Train-ers" aboard will be met at the train station.

Your baggage will be transferred from the arrival station to the departure station right at the time you are picked up. There's no need to take it with you for we are to be "dressed for fun." Street clothes are all that are required.

8-9 a.m.-REGISTRATION and final train check at the penthouse atop the Executive House Hotel, overlooking the "heart of Chicago."

9 a.m.-BREAKFAST-Illinois Room, Executive House Hotel, sponsored by Armour-Pfaelzer Bros.

10 a.m.-SIGHTSEEING-By Gray Line sightseeing bus. See Chicago's latest buildings, including the Prudential building and the new Lake Front Exposition Hall, Soldiers Field, Grant Park, Lake Michigan, Adler Planetarium, Museum of Natural History and the Museum of Science and Industry. (Regardless of what Saturday Evening Post said, you will not be shot, held up or have any fish in your water faucets in Chicago.)

ALL DAY: Cocktails in the Penthouse of the Executive House—"eye openers" for the early arrivals, cocktails for the late arrivals. Sponsored by Seagrams. If you miss the breakfast or sightseeing, come up to the Penthouse and we will see you get to luncheon or the train on time.

MUSEUM OF SCIENCE AND INDUSTRY: 10:30 a.m. to noon. The Museum of Science and Industry has everything including a tv studio.

12:30 p.m.-2 p.m. Luncheon at South Shore Country Club on Chicago's near South Side. Cocktail and hors d'oeuvres courtesy of Hiram Walker. Luncheon hosts will be New City Packing Company, Continental Coffee Company, and Edward Don and Company.

2:30-4 p.m. More sightseeing, including a stop for tea (3 p.m.) at the newest place in Chicago, the Lake Front Exposition Hall. Refreshments courtesy of Kraft Cheese Co. 4 p.m. TRAIN TIME-Time to say "good-by" to Chicago. Busses will leave the Executive House Hotel at 4 p.m. sharp for Union Station and our "WAGON TRAIN" on the Burlington. NOTE: If you are to arrive in Chicago after 2:30 p.m., go directly to Union Station.

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We hope you will be on hand. If not, we'll see you in Denver. ■ ■

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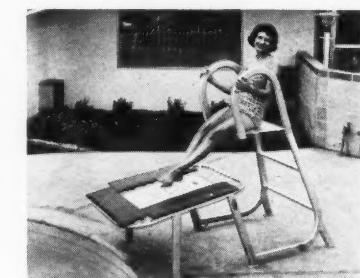
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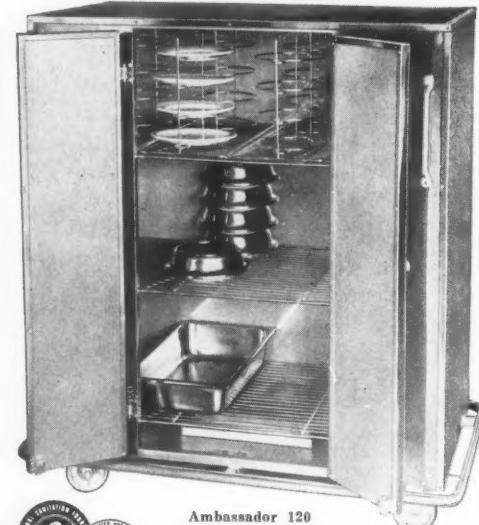
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(Continued from page 8)

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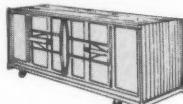


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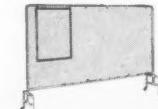
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In this issue Club Management puts the spotlight on perhaps the most vexing problem facing private clubs today: how to keep labor costs from rising and at the same time give good service to the membership. On the following pages several experts give some answers to the problem.

- ... *how to hire good employes*
- ... *how to train your personnel*
- ... *how to cut costs*

Labor

TRAINING

*. . . one answer to the
experienced-help problem*

By John G. Outland
Dallas Country Club

The past few years have seen costs in all departments of club operations spiral higher and higher. At the moment there does not appear to be anything to stop or reverse this tendency. At no time has it been a rapid or a run-away movement, but it has been a consistent motion. While dues and other incomes have moved up too, it has become increasingly necessary for a successful manager to check carefully on all expense items, to try to maintain some margin of income over expense.

Concurrently with the increase in costs, there has been another tendency, which while not related in a direct way, has had an impact on clubs. It is the dwindling supply of well-trained, competent and earnest workers.

Although salaries have gone up along with the other costs of operation, it is becoming more and more difficult to hire a waiter, a cook, or other employee, who can step right into an organization and carry his share of the load. Too often the workers feel that they do not need the basic training in fundamentals that was considered necessary and normal a short generation ago. Some of the old guard are still in circulation. They are not able to move as

fast or do as much as they could years ago, but they are still good enough to make us wish for an entire crew of them.

Since the law of averages is against us in trying to hire experienced help, it is imperative that we do the next best thing. We must hire the best prospects we can find and try to train them. This is not as easy as it would seem.

The trainee must be physically and mentally capable of handling the job, but most of all his attitude must be right. He must like the work for which he is training, he must be satisfied with the conditions, and he must have the desire and want to improve himself. To quote a comedian "You can't hardly get that kind no more."

At the Dallas Country Club we do not have a formal class for training, but in several instances we have been able to help individuals improve themselves. Particularly is this so in the dining room and kitchen.

The reason that we don't attempt to make a formal training program is that only occasionally do we find employees with the necessary characteristics of ability and desire. We have on our staff a very good pantry man,

a very good cook, and a promising baker's helper, all of whom started at the club as dishwashers not too many years ago. We have one cook who is becoming a fine ice carver. We have three who give every promise of becoming good waiters. These three started as busboys.

In each instance the individual has had to give more than lip evidence that he actually wanted to do better for himself. When he showed he was sincere, the department head recommended that he be given training. Then, over a period of some time, he was given close personal advice and assistance, to show him our way (which we hope is the right way), and we tried to see to it that he acquired the good habits instead of the bad. We have not been successful every time, but our batting average is pretty good. We do find that each one who is able to make the step to the higher spot shows those behind him the things that are possible. Not only do we feel that a man advanced in this manner will usually make a good loyal employee, but he does give an added incentive to those behind him.

The question arises, "Who does the
(Continued on page 28)

How to Hire the Best Work Force

My observations in the hotel, club and restaurant field have led me to believe that the hiring process has been a rather hit-or-miss proposition. In all too many instances, the prospective employee comes into the personnel office, fills out a form, and is put to work, or, perhaps, asked to return later. A supervisor, if he has the time, may read the application, but a deeper perusal of the person is seldom made.

Most organizations have at one time or another made a job description of all the positions in the operation, yet frequently this valuable information is not considered as part of the selection process.

In my opinion, the task of describing the job must come first. This description should cover two aspects. First, what does the job require, and next, what are the personal qualities of the individual that are needed for the job.

Technological changes, organizational changes, and changes in the physical plant are constantly taking place. In order to keep up with these changes new descriptions of the various jobs must be made and brought up to date. The qualities which you looked for yesterday may be considerably different from those which you are seeking today.

Almost all statistics concerning failure on the job point toward an inability to achieve emotional and social adjustment in the work situation rather than lack of knowledge of job skills. Since failure to adjust to the social systems of the work force is the chief factor contributing to employee dismissal, it is of prime importance to recognize the qualities that enable an applicant to get along with others. These qualities, however, are very difficult to ascertain. Considerable practice and experience are necessary to overcome embarrassment in asking questions of such a personal nature, for instance. For those not experienced in such procedures a starting point or some framework of attack might be helpful. One such quality has been developed during a business leadership course at Cornell University conducted for American Airlines. This quality was labeled "drive":

The interviewer can gain evidence of the qualities that enable the applicant to live with himself and the qualities that enable him to adjust to other people. He can gain some measure of the applicant's emotional maturity and his intellectual maturity, partially by the extent to which the applicant indicates "drive" in his attitude toward his present job, toward the prospective job and toward life in general.

By Robert A. Beck
Cornell University
Ithaca, New York

In getting at this "drive" quality, it is important that the interviewer recognize that drive means not simply energy, but that it has three dimensions. These dimensions are: 1. Energy level: "horsepower"; 2. Degree of direction: "steering"; 3. Pacing: steady, not in fits and starts.

The mature person knows how to balance these three dimensions of drive and shows his maturity in what he is shooting for and how he goes about getting it.

This is the type of value which one must seek to secure the best quality, to weed out the maladjusted and to ultimately provide himself with a competent work force. It is the intangible qualities that are the most difficult to ascertain and yet these prove to be of the most value in the end. In *Diagnosing Personality and Conduct*, Percival M. Symonds points out:

When you want to learn whether a man knows a wine glass from a water glass you must attend to his answers to your questions. You can't do that very well if you keep thinking about the fact that he has a shifty eye, a crooked nose, or wears a loud necktie.

This quote is included to point out that in spite of the fact that the interviewer may have considerable experience or may possess a fine hiring procedure, there may be found trouble within the interviewer himself.

To a greater or lesser degree we all lack complete objectivity. We may be biased or prejudiced and it is very difficult to leave these factors out when we are considering the qualities of another human being. In most instances people want to be liked and the interviewer may tend to be over-generous to the applicant. He may also be influenced by the various physical characteristics of the individual because of prejudice. These are the items against which the interviewer must guard.

Considering the fact that the manager will have provided himself with job descriptions so that he knows, in general, the qualifications for which he is seeking, that he realizes the importance of the qualities of social adjustment of the worker to his job situation, and that he will consider the various applicants as objectively as he is able, then some basic framework upon which to work might be helpful. Some of these points may be considered as platitudinous yet frequently they are overlooked.

I. Before the interview

- A. Review the job description.
- B. Review the application form considering:
 1. Stability of applicant—how many positions has he held and how long has he held them?

(Continued on page 25)

By Everett L. Woxberg
Evanston Golf Club
Skokie, Illinois

WAYS TO IMPROVE EMPLOYEE-MEMBER RELATIONS

The roadways to accomplishments of good membership relations are many. My personal approach is this thought, which has become a creed with me. "Treat the member as if he were an honored guest in your own home."

At first glance this seems to be a trite expression, but savor it a while with all its implications. Remember your last small difficulty when there was a difference of opinion? Did you use this formula? I'm sure YOU did. But, did your employees? Undoubtedly not, and by the time you arrived on the scene the situation had gotten out of hand, and you spent all of your charm and tact to pacify an already bad situation.

In order to build our corporate image, we must start with every employee under our control. Develop their natural desire to please. Psychologists have proved that everyone, from childhood on, is desirous of recognition and love. As we grow older these powerful motivation factors, if developed properly, can be a source of satisfaction to the individual, as well as to his family and employer. Each of us in our own little sphere is looking for dignity and recognition.

How to accomplish this? By setting examples. Show employees how much fun it is to have members enjoy themselves and compliment us by voice and deed. It is amazing to see how quickly the employees enjoy the satisfaction of good public relations. Show them how it works.

Have each employee take a person that seems to give him the most trouble. Study him. Think back what it was that the member complained about, then sincerely try to beat him to the punch, before he can complain. Be sure that you have rendered every bit of service that he desires. Take the time to study how he likes to be served. Then think of something you can see to admire in him.

Perhaps the attitude of the member might be altered with a sincere compliment or the right words at an opportune time. Suppose you had heard the member had an unusually good golf game recently. The next time he comes in you might tell him, "I heard that you had a wonderful game the other day when you beat Mr. Smith in a very close contest." It goes without saying that this must be done sincerely and in a matter-of-fact tone. It cannot be done every time at the risk of seeming to fawn before him. However, the attitude of a member can often be changed with a few words wisely chosen.

The more you study the person the more you can find to like, if you will. It may also show you where you missed the boat that caused the broken relations in the beginning. It becomes easy to project your feelings with a smile, word or deed; from there on the battle is in your favor. After the first victory, and the exultant thrill of discovering you do have the power of repairing broken human relations, it

will become almost an obsession to use this new power.

Within this newly created atmosphere continue the training of your employees by the time-tested tenets of good salesmanship. Give individual and small group assistance. Encourage them to do better, compliment them when they do. They will recognize this principle being used on them but they will also enjoy it. You rise or fall because of your employees. Treat them with dignity and tact and they will help you carry out your plans more perfectly than you ever dared to expect.

Nothing is more persuasive than words used well, providing you have the desire and ability to back up what you have to say. Start conversations among the employees on subjects such as, "How was the treatment you received the last time you were out dining?" or "When you made that call to the department store requesting information, did the operator's tone make you feel that she was interested in you and your problems, or did you feel apologetic for having disturbed her?" When the employees start translating their own experiences to those they serve, I can assure you they will be more conscious of their own attitude.

Other conversation pieces that start people thinking are: allowing the other fellows to save face; gentility; competition for attention; how to create a pleasing atmosphere for members; whether our operation is for the con-

(Continued on page 35)

Automation--An Answer for Curbing Labor Costs

Charles and George met at a CMAA regional meeting. There was a kindred spark, a common problem, and the following exchange of ideas by note began.

Editor's Note

This series of letters was prepared especially for CLUB MANAGEMENT by Charles E. Smith, General Manager, Chevy Chase Club, Chevy Chase, Maryland.

Dear Charles:

I would be glad to correspond with you about ideas that conceivably could reduce labor costs and/or increase per capita production of club employees. However, I must admit that I cannot engage in any authoritative analysis of personnel motivation for I am not a psychologist. And I am a user of equipment, not a designer of equipment. I am not ready to test the juice content of the fruits we buy with sonic energy; nor do we peel our apples with blasts of infra-red heat; and I don't have the type of kitchen that can use Beta-ray gauges to measure the thickness of our sliced meats and cheeses. At the same time I certainly don't have the idea that the way I manage is the best way so each year I must try harder to find improvements that can apply to my club and its operation.

Like most club managers I try to hire the best help I can for the money I have; I try to provide the leadership that encourages individual efforts; and as a club we honor and pay for individual incentive in our base salary and commission systems. I continuously try to improve, knowing full well that most of the big improvements have been made and that it is the little things that count with us now.

So with this understanding . . . fire away, and any information that I can pass on is yours for the asking.

Incidentally, how well did you hold the line this past year in regard to your labor costs in the food and beverage departments?

Yours Truly,

George

Dear George:

Thanks for your promised cooperation and I couldn't agree with you more. I, too, at this time, cannot buy Ultra-

sonic dishwashers, infra-red ray grills, and windows with pores that expand to admit air as needed. We still buy our meat by sight on market and all this talk of tenderizing by intermuscular injections of oxytetracycline before slaughtering and of enzymes that don't become active until the meat is cooking is still pure research as far as we are concerned.

However, I am interested in the new heat-sealable transparent bags used to extend the life of bakery items, and the tablecloths that are made from disposable paper fabrics. I can even let my imagination run away when I consider the remote control floor cleaner that comes out of the closet, cleans and goes back into the closet without a houseman attached to the handle. I agree to keep our correspondence on less exciting and less glamorous items but surely more applicable ones to our immediate situations.

In answer to your query about labor costs in the food and beverage departments this past year, I am happy to relate that for the second consecutive year we have shown a marked improvement. Labor charges of \$171,788 in 1959 were reduced by \$1222 to \$170,566 in 1960. At the same time the volume of gross sales were increased from \$437,389 to \$448,373 in 1960 without any change in prices.

This labor cost improvement was created primarily by a re-evaluation of our standard preparation procedures in the food department. Our objective primarily was not to lay off anyone but to make the jobs easier and quicker for each employee without endangering our quality standards. To generalize, we simply made our preparation procedures more flexible. Although we found out that we could not consistently apply every change, we did experience a measurable reduction in labor cost by reverting frequently to some of the following techniques:

(1) Using cake, pastry and muffin mixes and semi-processed sweet rolls and buns.

(2) Adapting to our use the almost limitless mass of instant foods, especially the soups and potatoes.

(3) Purchasing from local purveyors items we always had made ourselves such as fruit punch (after our survey showed the cost advantage to us).

(4) Purchasing frozen hors d'oeuvres when faced with the preparation of hundreds thus reducing our costs and adding variety (ours are better than we buy but they cost more, too).

(5) Using larger quantities of canned vegetables thus saving the labor cost of preparation and cooking fresh vegetables (Buy cautiously).

(6) Finding and utilizing several good proportional breaded items ready for the deep fat fryer.

(7) Utilizing more proportioned items like packed syrups, jellies, milk products, and condiments. This was extremely successful on teenage events.

(8) Reducing the labor cost on employe meal preparation by utilizing more canned items that require only heating, such as canned Beef Barbecue, canned Beef Tamales, canned Raviola with Meat Sauce, and canned Chili Con Carne with Beans.

In short, we held our food preparation procedures up one at a time for close inspection and found out we were being a little stiff-necked about some things in the light of advanced production and manufacturing methods.

Respectfully Yours,
Charles

Dear Charles:

Thank you for your labor cost figures and the suggestions on food preparation procedures but tell me what you are doing about the labor costs relating to golf, tennis, swimming, and bowling, in short, the athletic costs. Ours are mounting constantly and this past year an hourly rate increase for groundsmen resulted in a \$11,000 payroll increase. I have worked diligently with our excellent groundskeeper but there is little offered by manufacturers of grounds equipment that can offset our increase in labor costs. There are new equipment improvements providing for speedier application of fertilizers and there are much improved fertilizers like urea types. But the only broad improvement in grounds equipment seems to me to be the change from belt-driven equipment to chain-driven equipment. I'm impressed by the application of dyes to dormant grass for winter color and by the broad spectrum fungicides for the control of grass diseases but frankly these things do not reduce my labor cost. I suppose I could explain away a major portion

of the athletic cost increase by citing the Bermuda grass program for the fairways, the two new all-weather tennis courts, three new swimming pools instead of one, and a renewed interest in bowling, but then what do I do about next year?

We did have success in a couple of ventures I would like to mention: In the swimming pool area we installed a P.A. system with multiple microphones and amplifiers, so that one supervisor could control a larger area. Instead of walking to the area where the problem was located, correcting it, and returning to his original location to continue his work. . . . now he can speak into one of the conveniently located mikes and be heard only in the area he desires by pushing selective amplifier buttons. Thus the supervisor's reach has been extended immeasurably.

With the three new pools we inherited "acres" of cement to wash down each morning. It took three men two hours each to do this job and then they complained about having to go up into the guard chairs immediately. We solved the problem by installing a one horsepower pump in the water line, attaching a three-fourths-inch pressure hose. Now we flush down the area in one-third the time with a spray that could easily upset the lounge chairs. By rotating the men each morning we do the job better and no one gets that "beat feeling."

The same application of high pressure pumps and hose was extended to sprinkling the tennis courts and again we saved time formerly spent in pulling hoses about.

Hoping you can offer some help in this area, I remain,

Expectantly Yours,

George

Dear Friend George:

I liked that idea of "extended reach" in your last letter and we, too, have been mildly successful in the application of this principle. It truly is a per capita production increase without strain or energy expenditure on the part of the employee and it does save on labor. To recount a few of the more successful ventures:

(1) We improvised a gutter cleaner on a pole to make it unnecessary to get down off the ladder so many times

in going around the building.

(2) We created special dusters for the ends of long bamboo poles to clean specific areas such as high arches, tops of sprinkler pipes, blades of exhaust fans mounted in high places, transoms and other high-hard-to-get-at surfaces without using ladders at all.

(3) We added extensions to the handle of the Poolmaster vacuum that were so long we had to find a way to enlarge the filter bag capacity. The answer was buying surplus nylon parachutes and having the housekeeper make the bags extra long so the cleaner could cover more area without interruption.

(4) We have one of our canteens that serves members on one side and caddies on the other with two distinct types of service rendered. No matter how we seemed to lay out the small items (candy, crackers, gum, mints, cigarettes, etc.) we were always wrong on service for one side of the canteen. Finally we hit upon a solution. We purchased a standard 33-inch diameter rotating parts bin (like an oversized, tiered, lazy susan), sprayed it with white enamel and mounted it from the canteen ceiling. Now the operator can swing any shelf from either side and pick out what is required at the window she is servicing.

(5) We have been pretty successful also in combining two or more rake heads, broom heads, and brush heads on a single handle thus increasing the reach of an operator.

(6) We hand-planted several thousand bulbs around the grounds using the hole cutting tool normally reserved for changing hole location on the golf greens.

(7) We adapted a piano dolly to an A-type ladder and hung our chandelier cleaning equipment from small baskets at the top of the ladder to make the cleaner more efficient.

(8) Telescopic handles on window washers have helped immeasurably especially on the outside where the irregular ground surface was always a hazard to setting up a ladder.

The next thing we want to try is the wax applicators where the wax is gravity fed through the handle of the applicator and valve controlled by pushing the handle down. This idea of "extended reach" is a wide open field and we plan to study it much more later.

Regards,

Charles

P. S. What's new with you in office procedures that are more efficient and/or labor saving? ■ ■

Watch for George's answer in the February issue

How to Hire the Best

(Continued from page 21)

2. Experience—duties that the applicant has performed in the past.
3. Previous employment ratings—is the applicant progressing, standing still or on the downgrade?

I. During the Interview

- A. Cordial relationship established. Findings show that the friendlier the mutual feeling the better the interview and, hence, the more value to be obtained.
- B. Duties involved. Does the man possess the qualifications to fit the job description?
- C. Personal qualities. Does he possess the emotional qualities to adjust to his job and his fellow workers? To what extent does he possess the "drive" quality? Will he be a worker who will be loyal to the organization?

Research points out that a 50-50 split in the amount of talking during

an interview proves to be the best. If the interviewer conducts a one-way lecture he will learn little. If the applicant is allowed the free reign of an "unstructured" type interview he may wander from the subject at hand. In most cases, as the story unfolds, a trend will begin. This trend may point to a potentially excellent employee, a mediocre employee, or a downright poor employee. As more and more facts are uncovered, the picture will develop.

Finally, a word of caution in evaluating the interview. The applicant will usually be on his best behavior. He will sense any personal likes or dislikes of the interviewer and will adjust himself to the situation:

Only the most complacent egotist has failed to observe that any individual he has interviewed for a position tries to give answers that will please the interviewer regardless of the facts, or his own beliefs and points of view.

This is a very difficult point to overcome but it must certainly be taken into consideration if a true evaluation is to be made. ■ ■

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February Outdoor Issue
March Conference Issue

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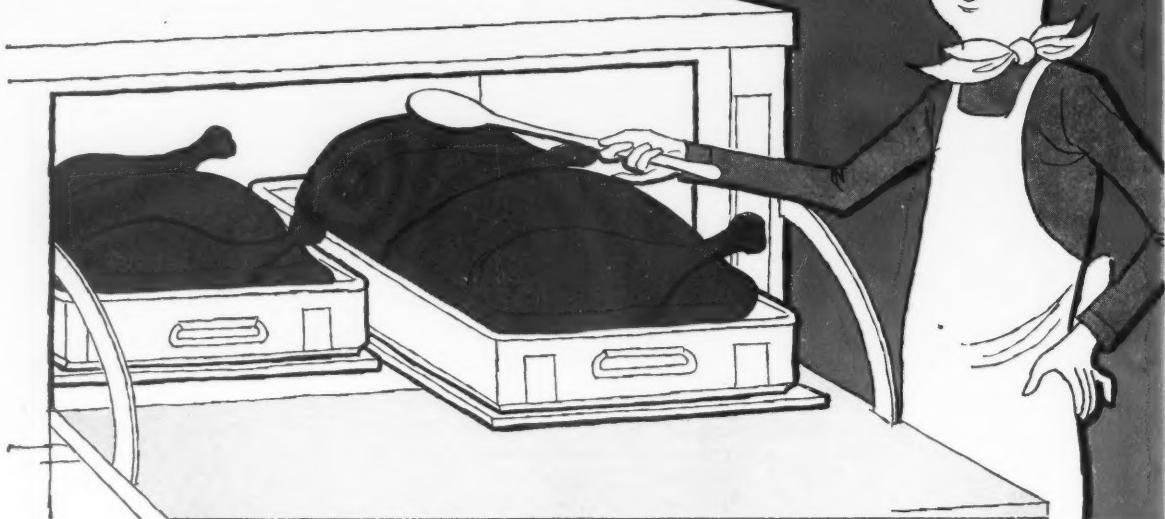
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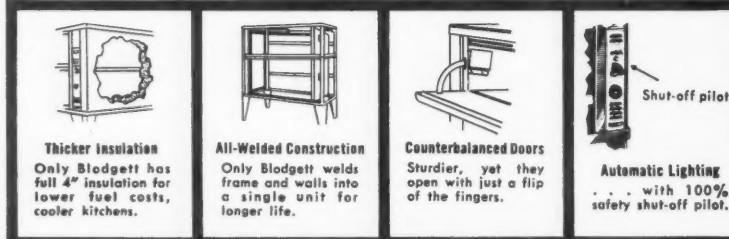
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How We Stage Our Henry VIII Dinner

The November issue of CLUB MANAGEMENT was devoted to parties, and this has prompted me to devote this month's column to an unusual food party which I have been putting on since I first started in the business many years ago at a club on Long Island, New York. The party was last staged for the Wine and Food Society, Kansas City Branch, November 9 of last year. During his administration as president of this branch, Arthur B. Eisenhower, late brother of the President, dubbed it the "Henry VIII" dinner.

The name derives from the fact that all food on the menu is eaten in and with the hands or fingers. No tables are used. A wooden beer box (and I happen to have the last 53 of these believed to be in existence) is between the legs of each diner. These boxes, scrubbed clean, have a pile of salt on one side and a pile of pepper on the other.

No linen is used except the aprons which cover the diners from the neck to shoes. No china is used except two cups without saucers, one of these containing the soup, the other the black coffee which winds up the meal. There is no silver.

The boxes are arranged around three sides of a rectangular room. To avoid their shifting, our engineer fastens them together at the bottom with a piece of lattice wood. The entire floor of the room is covered with sawdust for atmosphere and to save stains.

In the center of the room is the cooks' table on which the steaks are carved and from which the waiters pick up their small trays of food. At the open end of the rectangle a buffet dispenses the aperitifs which are served before the meal and later on the pitchers of beer which are continuously passed filling the steins at each diner's right hand. The menu follows and underneath it an explanation printed on our folder for the benefit of those diners who are enjoying their

FOOD TOPICS



by Harry Fawcett

first of these dinners.

THE WINE AND FOOD SOCIETY
OF LONDON, ENGLAND
KANSAS CITY BRANCH

Aperitifs

Kaukauna Mixture K.C.C. Clam Dip
Lillet — Bonal — Ketchams — Sherry

Dinner

Green Onions	Celery	Olives	Radishes
Pickles			Carrots
Beer	Grilled French Lamb Chops		
	Steamboat Fried Potatoes		
Beer	Sirloin Steaks		
	Green Apple Turnover		
	Cheese		
	Black Coffee		

(Explanation on folder page facing the menu:

Back in the effete East in my salad days Beefsteak as a banquet entree was almost unheard of. Lobster, squab, chicken breasts, quail, filet, rack of lamb were all favorites but only the hardier souls ever thought of Beefsteak as the "piece de resistance" of a "course dinner".

In those days however, in a restaurant called "Healy's" in what was then upper New York City divers groups found delight in the Beefsteak served in what was called "Thumb Bit" style.

The menu is traditional and I have never deviated from it except to add a few appetizers to while away that inevitable wait for the last guest's arrival.

There is therefore nothing original about it with me. I have however staged it at long intervals between in New York and Chicago and it has been adapted by some of my hotel manager friends for the delectation of their confreres. It is definitely not a dinner which can be offered to the public for reasons monetary rather than gustatory.

The publication "hotel BILTMORE" of April 17th, 1948 had a nostalgic story of this dinner as it was served in Cavanagh's, another of New York City's older restaurants (260 West 23rd St.) from which the following excerpt is given solely in defense of my offering to our society to-night.

****** back in the days when beefsteak parties were the order of the day for the boys in the back room . . . and that's a good seventy years ago . . . Cavanagh's . . . was where the elite met to eat ***** Beefsteak at Cavanagh's, let us tell you, is truly a wonderful experience. Well seasoned, stripped of fat, the steak is rolled in salt and pepper to form a crust that holds the juices, then under the broiler and out to be sliced as it is served on thin toast strips. Ah, thick, rare, juicy beef; platters of golden-brown French fries, crisp, curling celery and olives; and beer, lots of beer. And for dessert — baby spring lamb chops and kidneys,*

*broiled to a turn, and how extra good eaten with the hands, how carefree to wipe the juices right on your aproned lap ******

Harry Fawcett

We could serve this party weekly throughout the year if the desires of those present were followed. However, we usually try to keep these affairs about a year apart.

The steaks themselves are sliced in the room by our chef and an assistant, cutting them about $\frac{1}{4}$ " thick and 4 to $4\frac{1}{2}$ " in length so that they just fit on slices of toast. These of course, like the lamb chops and the potatoes and the dessert, are piled on the small trays on fresh napkins and passed from man to man; the instructions to our service crew being to keep on passing until the diners refuse each course.

Usually it takes a pound and a quarter to a pound and a half (raw weight) per person of prime beef, and about three lamb chops.

One word in closing: We have never served this dinner for "the ladies"; with us it's strictly a man's meal. ■ ■

Training

(Continued from page 20)

training?" The one in the best position to do this is the department head or supervisor. He is the one in constant touch with the subject trainee as well as with all the other employees in his department. He must know all phases of his own department to be able to impart it to a novice and to be able to give constant refreshers to his regular men.

It is as necessary for regulars to be drilled in fundamentals as it is for a pro football team to have blocking and tackling practice. A good team is never *too good* to get coaching and practice, nor is there any brief for a coach or supervisor who maintains that his knowledge is his private secret and refuses to pass it on for the general good.

It appears, then, that the success of any kind of a training program depends on the supervisors. And where do we get the supervisors? Sometimes we are able to hire such an individual who can step into an organization and take over without a ripple. There is the possibility, however, that there may be a resentment in some who felt that they had not been given a chance. To maintain incentive for the employees in a department, it is good to find one of them who may have the qualities of leadership and personality and train him to assume his new responsibilities.

It is costly to change personnel so every effort should be made to retain

a permanent staff as far as possible. To this end there have been many developments in recent years. These are the so-called "fringe benefits" of pension plans, hospitalization, and group insurance programs. The importance of these is beyond question. As a matter of fact an organization without them in these days is at a distinct disadvantage in the labor market. In addition to these, however, the old-fashioned but basic items of incentive and opportunity are still important and should not be overlooked. The American way still calls for recognition of ability and industry.

If a manager could see to all the detail and planning in his operation, he would not need supervisors. Since this usually is not possible, the manager does the next best thing and delegates authority to his supervisors who in turn see to detail.

The personality, knowledge and ability of the manager are reflected in the supervisor who is his representative. Almost invariably these are passed on to the employees by the supervisor. If the manager is friendly and accommodating and efficient, the odds are that these traits will sift down through channels and the employees will be pleasant and anxious to give service.

Whether there is a formal training program or not, it can be said that the training of both supervisors and employees begins with the very actions of the manager himself. A manager who is friendly, capable, cooperative, willing to give credit due, a fair disciplinarian, understanding, ethical—should present a pretty good example for his supervisors and employees and should have a pretty good staff. ■ ■

100-Year-Old Company



James A. Farley, left, chairman of the Coca-Cola Export Corp., welcomes Marne Obernauer, president of Great Western Producer, Inc., to membership in The Hundred Year Assn. of New York. Mr. Farley is president of the association, made up of 360 business and civic organizations in New York City that are 100 years old or more. Great Western, founded in 1860, produces five sparkling and 17 table wines and is national distributor of Whyte & Mackay Rare Scotch Whiskies.

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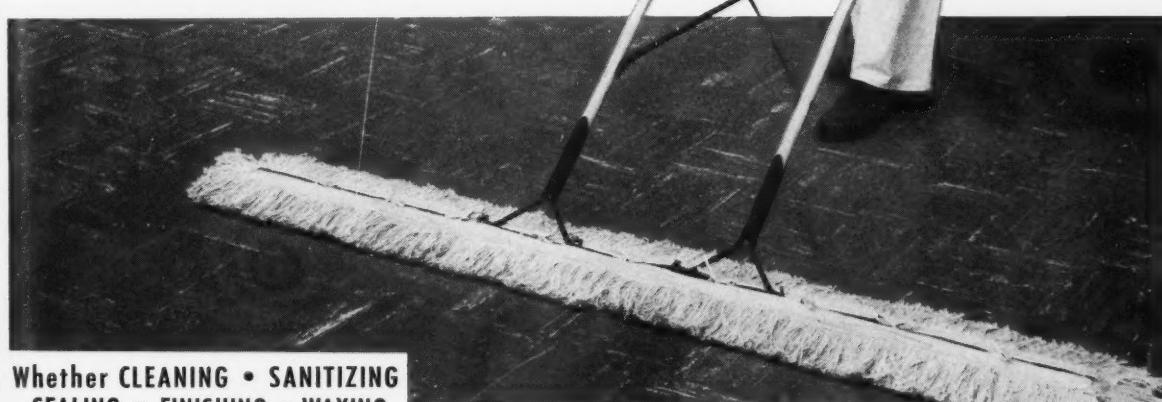
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Logistics Solves Club Eating Problem



The "19th" hole always seems too far away when golfers are hungry and thirsty. At Olympia Fields Country Club, Chicago, it would have been 500 feet farther away had not an effective method been established for serving food in the men's grill.

"It was simply a matter of logistics and common sense," Manager Alex J. Zagone pointed out.

The kitchen and main dining room of the club are about as far away as a good par three golf hole, and it would be impractical to try to have members

and their guests walk with spiked golf shoes through the clubhouse. It also would be more costly to try to serve food from the kitchen to the men's lounge.

To meet this condition and to expedite service, a portable electric steam table is rolled into the lounge each day, with hot meat dishes, fish on Friday, vegetables, and a variety of entrees. Another large serving table has a salad buffet where pickles are featured to create appetite appeal. In some salads at Olympia Fields pickles are very ef-

Alex J. Zagone, manager of Olympia Fields Country Club, checks a macaroni and pickle salad with waitress, Virginia Shaw. This salad is a favorite at the club and was developed by the club's chef.

fectively used in adding zest to the salad dishes. For example:

Macaroni Pickle Salad (Serves 50)

Macaroni (Elbow)	3 lbs.
Hard boiled eggs, chopped	8
Sweet pickles, chopped	1 cup
Green pepper, chopped	1
Ham, chopped	1 cup
Mayonnaise	4 cups
Salt	1 tsp.
Black pepper	1 tsp.

Men's buffet grill at Olympia Fields shows electric steam table (left background) that provides hot dishes from a kitchen located 500 feet away. At the right is the salad table, thus providing a continuous line for hot or cold plates on a self-service basis.



The men's buffet has been operating at Olympia Fields for 15 years. Mr. Zagone took over the management in 1955, and since that time the buffet has proved to be good business in keeping members and guests at the club for both food and beverage. The men's bar is adjacent to the buffet in the lounge. Its low-cost, labor-saving techniques make it both profitable and convenient.

"The self-service buffet, which runs from \$1.10 for a sandwich course to \$1.75 for a roast entree, has cut labor costs substantially that would ordinarily be required for a dining room operation," Mr. Zagone said. "It also expedites our service to members on the busy weekends and provides fast-feeding when members want to take a break between rounds of golf or to have a snack after the first nine holes."



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Lamb Dishes for Luncheon Menus

Lamb is becoming an increasing favorite on the menus of clubs throughout the country and is especially popular for lunch. Here are four recipes from the American Lamb Council which are low cost luncheon dishes:

LAMB STEW

Ingredients 25 servings

Cubed lamb shoulder	6 pounds
Sliced onions	1 quart
All-purpose flour	1 cup
Salt	4 teaspoons
Pepper	1 teaspoon
Tarragon	1 teaspoon
Stock or bouillon	2 quarts
Dry sherry (optional)	1/2 cup
Diced potatoes	1 quart
Diced carrots	1 quart
Peas	1 quart

Method

Cook lamb and onions over low heat until lamb is browned on all sides. Add flour and seasonings and cook 5 minutes. Gradually add stock or bouillon and sherry and cook over low heat, stirring constantly, until thickened.

Add potatoes, carrots and peas. Cover and cook over low heat 1 1/2 hours, stirring occasionally.

LAMB CHILIBURGERS

Ingredients 25 Servings

Butter or margarine	6 oz.
Lamb shoulder, ground	6 lbs.
Onions, chopped	6 medium
Kidney Beans	1 #10 can
Tomato juice	3 qts.
Flour	3/4 cup
Chili powder	1 1/2 tsp.
Salt	1 tbs.
Pepper	1 tsp.
Hamburger buns, split and toasted	25

Method

Melt butter or margarine; add lamb and onions and cook over low heat, stirring occasionally, until lightly browned. Add kidney beans and tomato juice; heat to



Lamb Chiliburgers

boiling point. Cook over low heat 30 minutes. Add a small amount of hot mixture to flour; blend. Add to remaining hot mixture and cook over low heat, stirring constantly, until thickened. Add chili powder and salt and pepper; mix well. Serve over toasted hamburger buns.

TURKISH LAMB AND VEGETABLES

Ingredients 25 servings

Boneless lamb, cubed	5 pounds
Butter or margarine	1/2 pound
Onions, sliced	1 1/2 pounds
Stock or water	2 quarts
Green beans, frozen	1 1/2 pounds
Zucchini, peeled	3 large
Eggplant, peeled	2 medium
Okra, canned, drained	1/2 No. 10 can
Tomatoes, sliced	4 medium
Green peppers, diced	2 medium
Salt	2 tablespoons
Pepper	1 teaspoon
Cornstarch	6 ounces

Method

Saute onions in butter or margarine until limp and golden. Add the lamb and half the stock or water; simmer for 45 minutes, or until the meat is almost tender. Slice the zucchini and cut the eggplant into 2-inch cubes. Slice the okra.

Add the vegetables to the meat with the remaining liquid. Add seasonings. Cover and cook over low heat until tender, or about 30 minutes.

Mix the cornstarch with a little cold water and add. Cook until slightly thickened and

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LAMB ROAST ROYALE is only one of the many delicious lamb entrees with golden profit opportunities. Here's a most delectable cut of lamb. Boneless, rolled shoulder of Lamb, easily carved for portion control and profit control. It cuts with a minimum of waste and crumbing, easily available from packers and purveyors. Proved for profit and popularity, coast to coast. Send today for kit (shown on other side) with complete variety of cooking suggestions, serving ideas and menus, along with attractive full-color menus and table tents.

Lamb Roast Royale

A Prestige Entree for
Low Cost Portion Control

Add New Variety to your Dinner
or Luncheon Menu—Increase Profit
and Customer Satisfaction



by Karl Poehlmann
Baur's of Cherry Creek, Denver

Roast Royale (Boned & Rolled Shoulder)

(50 servings)

- 16 lbs. Lamb Shoulder, boned and rolled
- Salt and Pepper to taste
- Bouquet Garni (parsley, thyme, & bayleaf)
- 15 large onions, peeled, washed & sliced
- 25 carrots, washed and sliced
- Parsley, celery
- 2 cloves garlic

Season lamb with salt and pepper. Rub with garlic. Place roast in baking pans with Bouquet Garni. Roast in oven, slowly, turning roasts occasionally. After one hour, add carrots, celery, and onions and roast for about one more hour. Serve with mint jelly. Pour brown gravy over sliced Roast Royale before serving. To make the gravy, pour grease out of baking pans into separate pan, leaving the heavier brown stock, to which water is added. Make a roux from grease by adding flour and browning. Then add brown stock and water to the roux. Season with salt and pepper. Cook for additional half hour.

Send for smart,
colorful promotion aids



The delicious recipe at left is only one in the series featured in our Technical Bulletin No. 2. Order it along with a full supply of table tents and menu clips. Meantime, order rolled shoulders today and feature it on your menu tomorrow—see for yourself how Roast Royale wins satisfied customers and profit. Write:

American Lamb Council,
18 E. Second Ave., Denver 3, Colo.

clear.
Serve over steamed rice.

SHEPHERD'S PIE

Ingredients

	25 servings
Cooked diced lamb	3 quarts
Sliced onions	3 cups
All-purpose flour	1 cup
Diced cooked potatoes	3 cups
Diced cooked carrots	3 cups
Sliced mushrooms	3 cups
Stock or bouillon	1 quart
Oregano	1 tablespoon
Salt	2 tablespoons
Pepper	1 tablespoon
Worcestershire sauce	2 tablespoons
Seasoned mashed potatoes	1 1/2 quarts

Method

Combine lamb and onions. Cook over medium heat 10 minutes. Add flour, diced potatoes, carrots, mushrooms, stock or bouillon, oregano, salt, pepper and Worcestershire sauce; mix well. Turn into utility pans. Place mashed potatoes around edges of pans. Bake in slow oven (325°) 40 minutes.

Employee-Member Relations

(Continued from page 22)

venience of the member or the management; how to acknowledge members when you can't get to them immediately; our opportunity to make this experience a pleasant one; how we must show respect for the member's discriminating taste. Most of these

subjects must be participating discussions rather than lectures. Employees must be made to feel part of the team —then you can generate the most important quality of all: enthusiasm.

A number of years ago I cut out a small poem from the house organ that was sent to a large downtown department store from one of their customers. I would like to share it with you as I have with my employees.

If I possessed a shop or store
I'd drive the gourches off the floor;
I'd never let some gloomy guy
Offend the folks who came to buy:

I'd never keep a boy or clerk
With mental toothache at his work,
Nor let a man who draws my pay
Drive customers of mine away.

I'd treat the man who takes my time
And spends a nickel or a dime
With courtesy, and make him feel
That I was pleased to close the deal,
Because tomorrow (who can tell?)
He may want stuff I have to sell
And in that case then glad he'll be
To spend his dollars all with me.

The reason people pass one door
To patronize another store,
Is not because the busier place
Has better silks or gloves or lace
Or cheaper prices, but it lies
In pleasant words and smiling eyes.
The only difference, I believe,
Is in the treatment they receive.
(sent to John T. Pirie, Jr., from a customer) ■■■

Sales Increase

For the first six months (May 1-Oct. 31, 1960) of its fiscal year, Brown-Forman Distillers Corp. reported a three per cent increase in profits and one per cent in sales over the same period the preceding year for its products which include Old Forester Bottled-in-Bond, Old Forester 86-proof Kentucky bourbons, and Early Times Kentucky bourbon; and divisions and subsidiaries which include Usher's "Green Stripe" Scotch, Clicquot Champagne, Cruse French wines, Bols liqueurs, gins, fruit-flavored brandies and vodka, and Jack Daniel's Tennessee whiskies.

Convention Facilities

Doctors Motel, 6800 Skyway Blvd. So. St. Petersburg, where Henry J. Hayn is manager, recently completed convention facilities which will accommodate 325 persons for banquet and 400 for theater set-up meetings.

The convention space can be divided into small rooms by use of soundproof movable panels. Facilities include a public address system, eight-foot doors to permit large display traffic, portable bar, peg-boards, screen and blackboard, closed circuit tv and an outdoor area suitable for demonstration of large equipment.



Club members travel-minded?

here's HOW TO PLAN GROUP TOURS

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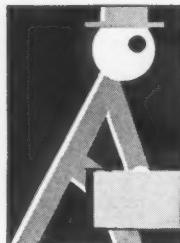
30 Rockefeller Plaza
New York 20, N.Y.

Send me further information and suggested itineraries on your Club Travel Plan.

Name Title

Club Name

Address City Zone... State....



TRUMPING THE CLUBS

Alfons Gottfried became manager of the Urbana (Ohio) Country Club October 1, 1960.

Before assuming his duties there Mr.



Alfons Gottfried

Gottfried was assistant manager of the Orchard Ridge Country Club, Fort Wayne, Ind., working with General Manager George S. Dent. Prior to that he worked for a year with Mr. Dent at Pine Hills Country Club, Sheboygan, Wis., where Mr. Dent was general manager.

★ ★ ★

"Men Only" is the keynote of the main area of the new Executive Club, Pasadena, Calif., with construction just underway.

The Executive Club will include apartments, a Penthouse Club for dining and dancing, athletic and gymnasium facilities, patio and outdoor pool. For business purposes and usefulness to members the club will have a communications center with wire service, stock tables and continuous business reports, conference rooms, a reference library and product exhibits.

Membership will not be limited to Pasadena firms but extended to non-California firms for use as a west coast headquarters. The \$2,000,000 club will be designed with a sidewalk-to-penthouse grillwork of lightweight concrete to give privacy to upper floor areas. Other exterior walls will be of glass.

Norman G. Norman, formerly general manager of Willow Creek Country Club, Salt Lake City, became manager of Brynwood Country Club, Milwaukee, Wis., December 1, 1960.

Mr. Norman also has held positions as manager of the Lochmoor Club, Grosse Pointe Woods, Mich., and at Findlay (Ohio) Country Club. He is a graduate of Michigan State University.

★ ★ ★

The Princeton Club of New York, where Raymond M. Adams is manager, has purchased property and is planning construction of a new, modern clubhouse.

Members will use the present facilities for about four months and then move into temporary quarters until the new club is completed at 15-21 W. 43rd St. Membership of the club is 3000.

New facilities will include full eating, tap room and lounging areas, bedrooms, squash courts and special facilities planned for member's families.

★ ★ ★

Bill E. King, manager of the Abilene (Tex.) Country Club, died unexpectedly November 7. It was reported to the office of CMAA that he drowned while fishing.

★ ★ ★



Joseph Fairchild

Joseph Fairfield, who has been assistant manager at Indian Harbor Yacht Club, Greenwich, Conn., since 1955, became resident manager of the club October 18, 1960. Mr. Fairfield has been at the club since 1941, when he was hired as accountant.

★ ★ ★

Tammy Grimes, the newest musical-comedy star on the Broadway scene and daughter of **Luther N. Grimes**, manager of the Ponte Vedra (Fla.) Club, is pulling raves from the New York theater-goers for her performance of "The Unsinkable Molly Brown." The play is Meredith Willson's second Broadway musical with songs in the same fanfare swing as his "Music Man."

Miss Grimes, the leading lady, stars with Harve Presnell in the show. She also has played in off-Broadway "Clerabard," "Look After Lulu" and as methitabel in TV's "Archie and Methitabel." Miss Grimes made her debut at The Country Club, Brookline, Mass., where Mr. Grimes was manager at that time.

★ ★ ★



The architect's drawing of the new Executive Club, Pasadena, now under construction, shows the sidewalk-to-penthouse grillwork of concrete which will give privacy to the upper floor areas.

CLUB MANAGEMENT: JANUARY, 1961



Gunter Weihe

Gunter Weihe, whose appointment as manager of the Wichita (Kan.) Club was announced in the December issue of CM, was honored at a dinner dance given by members to welcome him November 19, 1960, at the club's quarters atop the Lassen Hotel.

Mr. Weihe reports that negotiations are underway to move the club to the 18th floor of the new Wichita Plaza Building, planned for completion in 1962.



G. O. Burdick

George O. Burdick resigned as manager of the Cleveland Skating Club, Shaker Heights, Ohio, November 30, 1960, to become manager of the Trade Winds Club Hotel, Indian Lake, Mel-

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For Midwest country club, 350 regular members, 18 hole golf course and complete club facilities. Open year round. No living quarters but available close to club. Salary commensurate with ability and past performance. ADDRESS: Box 53-Z, % CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

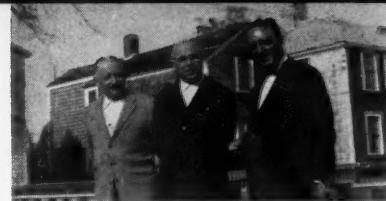
bourne, Fla.

Mr. Burdick had been manager of the Skating Club since 1950.

★ ★ ★

Ralph C. Knox, general manager of the Greeley (Colo.) Country Club for six years, resigned November 15, 1960, to become general manager of Meadow Hills Country Club, Denver, which opened four years ago.

Mr. Knox, who was graduated from Western State College, Gunnison, Colo., worked in display advertising before entering the club and restaurant field.



Three well-known club managers got together recently at Nantucket Island. B. J. Holmes, left, Nantucket Yacht Club, was host with his wife to Joseph P. Tonetti, center, New Haven Country Club, Hamden, Conn., and Paul H. Brown, Brooklawn Country Club, Bridgeport, Conn. The Holmes live in an old restored sea captain's Nantucket square house and entertain friends in the fall and spring between the 12 summer weeks when Mr. Holmes manages the club, and winter, when the Holmes travel. Mr. Holmes managed Riverside (Conn.) Yacht Club for 23 years before going to Nantucket.

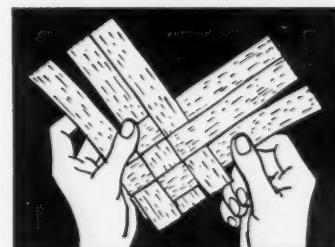


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Dale Reid, who assumed management of The Beacon Club, Inc., Oklahoma City, November 1, 1960, after three and a half years as manager of the Great Bend (Kan.) Petroleum Club (announced in the December issue of CM) sent word that The Beacon Club recently completed a \$200,000 reconstruction program.

Redecorating included the main dining room, on the 30th floor of the First National Building, which seats 220, a Sky Lounge on the 31st floor with bar, lounge and dining for 100 and the Star View Room on the 32nd floor which will accommodate 50 for dining. Membership of the club, which was organized in 1942, is about 700.

★ ★ ★

Ralph P. Lohak, formerly manager of Tamarack Country Club, Greenwich, Conn., has become owner-manager operating the dining room and bar at the North Palm Beach (Fla.) Country Club.

Prior to managing the Tamarack Country Club, Mr. Lohak was manager of the Bellehaven Beach Club in the same city, the Quaker Ridge Golf Club, Scarsdale, N. Y., for eight years, and the Seymour Hotel, New York City, for nine years. He is a member of Metropolitan Chapter of CMAA.

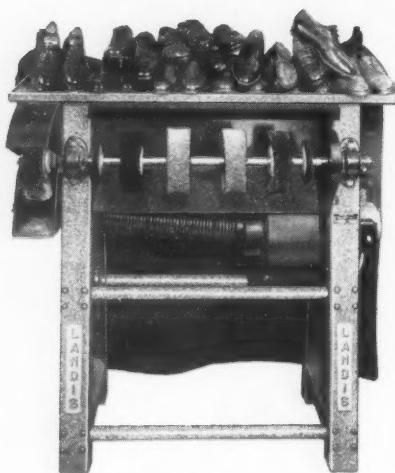


The Pacific Coast Club, Long Beach, Calif., recently completed six new Penthouse suites, one of which is this "Suite B" finished in dark walnut and designed for two or four persons. In the living room and snack bar area are corner twin beds, chairs and a duo lounge which makes into a bed.



The new Penthouse suites occupy the eighth floor of the Pacific Coast Club. Full hotel services are provided and each room has a view of the beach. Each suite's snack bar includes a streamlined kitchen unit with cooking utensils, stove, garbage disposal, refrigerator and ventilator fan. John Nansen is manager of the club.

A new, more efficient way to care for golf and dress shoes



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City..... State.....



Walter F. Schrott, general manager of the Standard Club, Chicago, with the club's department heads, recently honored Alice Witt, executive housekeeper, and George Witt, banquet headwaiter, at a luncheon and presented the brother and sister team with gifts commemorating their 25 years of service to the club. From left to right during the presentation are: Mr. Schrott, Miss Witt, Gregory L. Nick, auditor, Mr. Witt, and Ken Williams, catering manager.

Fred L. Miner has been named manager of Mohawk Golf Club, Schenectady, N. Y., succeeding Joseph C. Middleton.

Mr. Miner, a graduate of the Cornell School of Hotel and Restaurant Administration, has been manager of the Mohawk Mountain House, Mohonk Lake; the Useppa Island Club, Boca Grande, Fla.; Belmont Hotel, West Harwich, Mass.; and Forest Hills Club, Franconia, N. H.

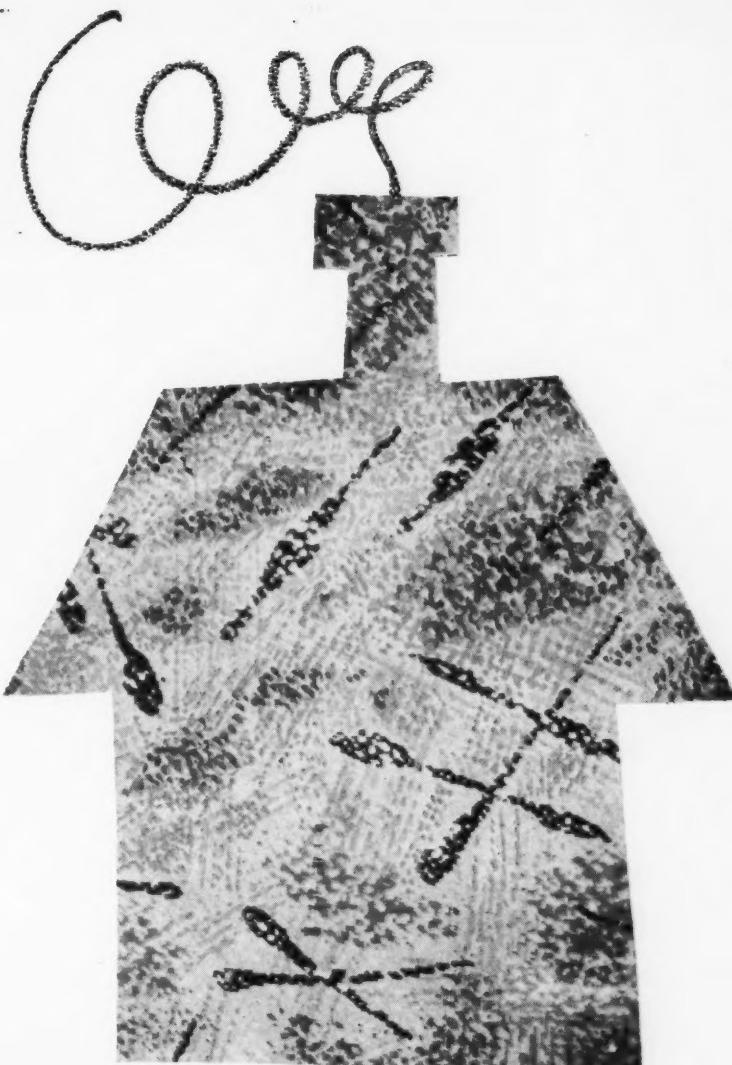
★ ★ ★

Flavis J. Casson became manager of the Country Club of Morristown, Tenn., October 1, 1960.

For nine years Mr. Casson and his wife managed the Cleveland (Tenn.) Golf and Country Club. They also have managed another Tennessee club and for the past two years have owned and operated a restaurant in Cleveland.



At the 1960 Grand National Livestock Exposition held October 21-30 at the San Francisco Cow Palace, a group of club managers, members of the San Francisco Chapter, purchased the Grand Champion Cartload of Steers in behalf of their respective clubs. Among the managers in this picture are Robert B. Green, University Club, Oakland; John W. Bennett, San Francisco Commercial Club; Herbert R. Moller, La Jolla Country Club; Faxon H. Bishop, Olympic Club, San Francisco; and Erich Kruger, Burlingame Country Club, Hillsborough.



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Your club, like theatres, hotels, bowling alleys, restaurants and other public buildings, must have carpeting that can withstand rough use and heavy traffic. It also must look well in large areas and be able to hide stains, burns, etc.

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Harry R. Nash, formerly manager of the Evansville (Ind.) Petroleum Club, has been named general manager of the John Bartram (Mr. Nash's headquarters), the Sylvania, the Adelphia and the Essex hotels in Philadelphia.

Mr. Nash has seven years' experience in the club field including the management of the Corinthian Yacht Club, Marblehead, Mass., and the Augusta (Ga.) National Golf Club. He also has been general manager of four

hotels in Washington, D.C., and of individual units of the Roger Smith and Alsonett Hotels.

★ ★ ★

Harry J. Fawcett, manager of the Kansas City (Mo.) Club and columnist of CM's "Food Topics", was re-elected secretary of the Wine and Food Society of Kansas City at a recent meeting of the society.

Mr. Fawcett sent us a copy of the

menu from the club's annual President's Dinner, which was held November 21, 1960. Included in the menu were Saumon Fume, Caviar Frais de Beluga, Prosciutto, Consomme Rothschild, Truite de Montagne desosse Aveline, Concombres en creme, Faisan Salmis, Parfait foie gras and Fraises glace Pyramide.

★ ★ ★

Blake Cauvet became manager of La Cumbre Golf and Country Club, Hope Ranch Park, Calif., December 1, 1960, succeeding Francis Boyd who has retired. Mr. Cauvet formerly was manager of Santa Maria (Calif.) Country Club for six and a half years.

★ ★ ★

Harry A. Jorgensen, formerly manager of the Piedmont Driving Club, Atlanta, has been appointed manager of the Country Club of Virginia, Richmond, Va.

Mr. Jorgensen is a native of Denmark with 28 years experience in club management and food service. He succeeds Robert Roper as manager of the Country Club of Virginia.

★ ★ ★

John M. Yates has resigned as general manager of the Richmond (Va.) Country Club to return to the Hotel Jefferson in the same city as sales and public relations manager, a post similar to one he held at the hotel from 1956 to 1959.

★ ★ ★

Everett Conover, 55, manager of the Dupont-Penns Grove (N.J.) Country Club for the past ten years, died September 16, according to a report from the *Penns Grove Record*.

Mr. Conover was a director of the Philadelphia Golf Assn. His wife, Sarah, preceded him in death.

★ ★ ★

Louis Chotson and Gordon D. Hutchings, the management team for the new Weavers Club, a recently completed New York City luncheon club, report that business is booming.

The club, successor to the Opera Luncheon Club, opened October 17, 1960, on the 18th floor of the Midtown Textile Center. It has a dining room seating 200, nine private rooms to accommodate luncheon parties from six to 20, and a twin-chair barber shop with shower and dressing room.

Mr. Hutchings formerly was manager-secretary, Mid-Ocean Club, Tuckers Town, Bermuda, and Mr. Chotson had directed the Opera Luncheon Club since it opened in 1955.

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C. M. Shugart, manager of the Nakoma Golf Club, Madison, Wis., resigned December 31, 1960. Mr. Shugart plans to have surgery done the first of this year. His address will be P.O. Box 66, La Valle, Wis.

★ ★ ★

Emil F. Piluso, formerly manager of Riverside Golf and Country Club, Portland, Ore., took over the management of Illahe Hills Country Club, Salem, Ore., the first of this month. Mr. Piluso also is a well-known figure in the Oregon sports world.

★ ★ ★

Peter A. Bume has accepted the position of catering manager in the Coral Reef Yacht Club, Miami. Mr. Bume previously was manager of Meadowbrook Country Club, Kansas City, Mo., and of Sherwood Forest Country Club, Baton Rouge, La.

★ ★ ★

Thomas H. Powers, formerly general manager of Maketewah Country Club, Cincinnati, has been appointed general manager of Brookside Country Club, Canton, Ohio.

Herbert R. Moller became general manager of the Athens Athletic Club, Oakland, Calif., October 1, 1960, succeeding Frank W. Curcio, who had been manager of the club for two and a half years.

A native of Denmark, Mr. Moller has had more than 25 years experience in the club and hotel field. He has been with the Hotel Maurice, Paris, France; Hotel Kaiserhof, Berlin, Germany; Grand Hotel, Stockholm, Sweden; and Palace Hotel, Copenhagen, Denmark.

Mr. Moller came to the U.S. in 1939 to operate the Danish Restaurant at the New York World's Fair and has been associated with clubs and restaurants in New England, New York, Oklahoma and California since that time.

★ ★ ★

Harry M. McKenzie recently became manager of Riverside Golf Club, Coyote, Calif.

Mr. McKenzie formerly was general manager of Green Hills Country Club, Millbrae, Calif., for two years; Hesperia (Calif.) Inn, which opened in 1957; and of the Philadelphia Cricket Club for three years.

William Lowry, formerly manager of Squaw Creek Country Club, Youngstown, Ohio, has been appointed manager of Acacia Country Club, Cleveland. Prior to becoming manager at Squaw Creek, Mr. Lowry managed the Elks Club, Sharon, Pa., and the Elks Club, Erie, Pa.

★ ★ ★

Charles S. Wells will be leaving Brentwood (Tenn.) Country Club the 15th of this month and moving to Bluegrass Country Club, which is building a new clubhouse, according to a report from the Nashville *Banner*.

★ ★ ★

Third Quarter Sales Up

Sales of the National Cash Register Co. for the third quarter of 1960 set a record of \$109,990,886 for the period, an increase of six per cent over the previous high of \$104,252,585, established in the third quarter last year.

Demand for the company's cash register, accounting machines, adding machines, bank automation equipment and electronic data processing systems has remained strong, with orders in the U. S. and Canada running 14 per cent ahead of last year.

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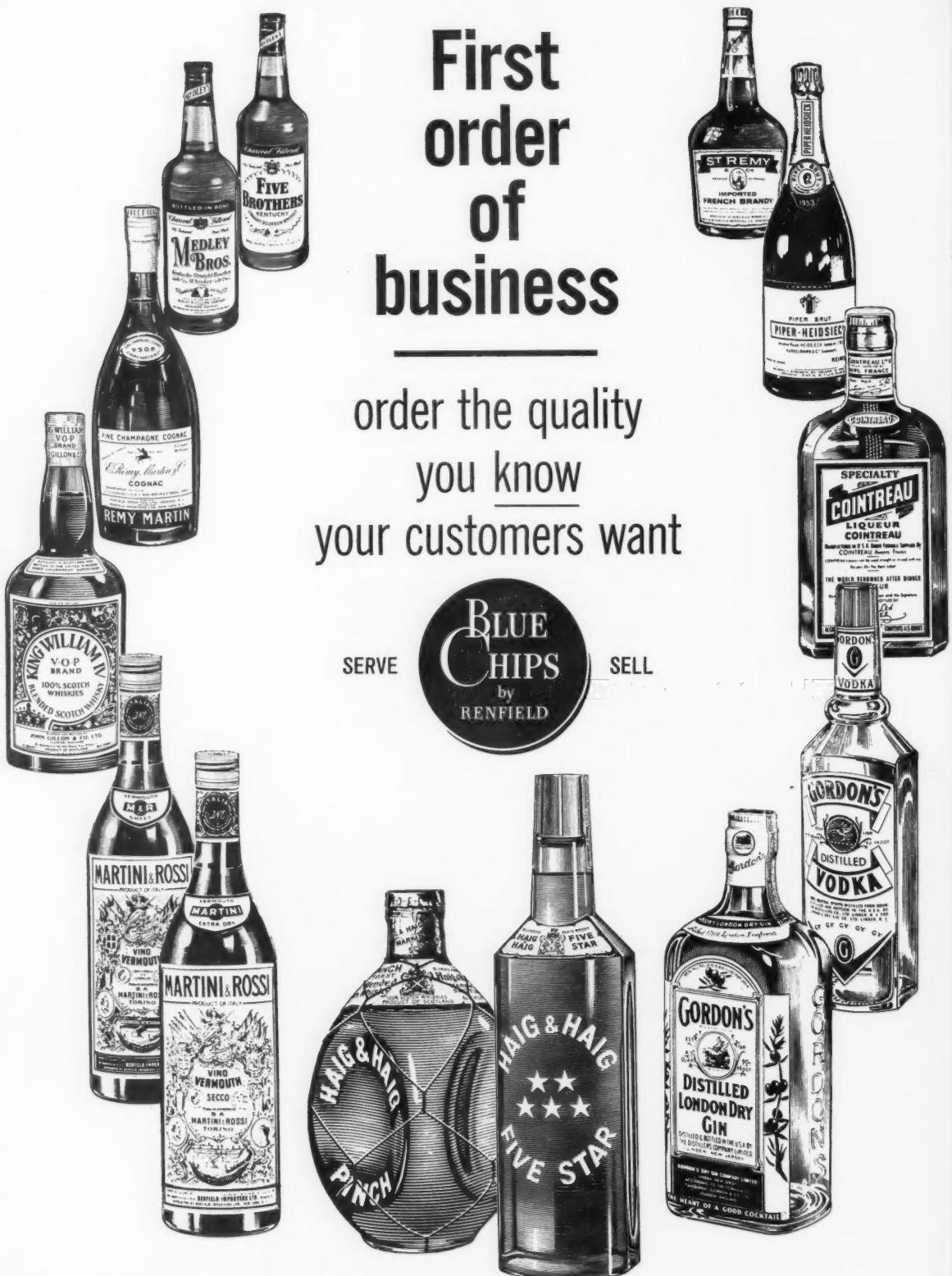
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First order of business

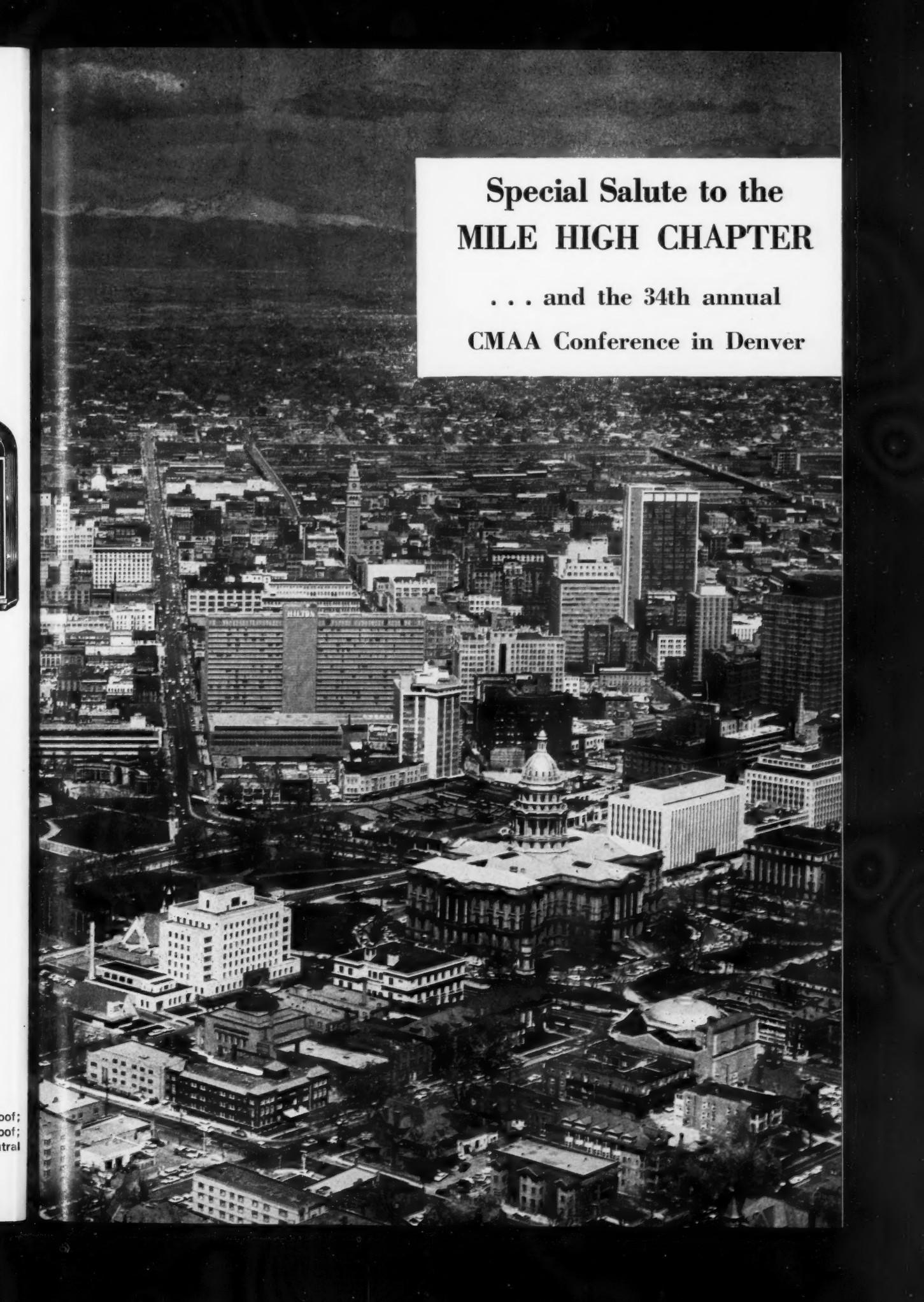
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Cherry Hills Country Club

Englewood, Colorado

Horace G. Duncan, Manager



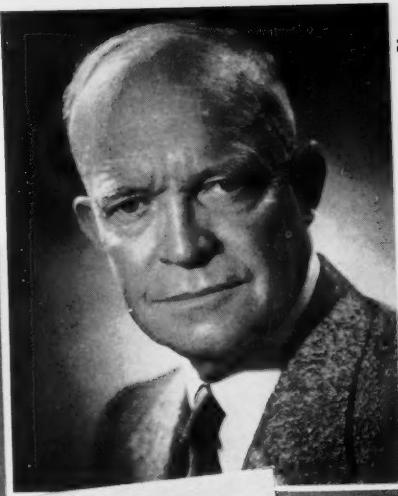
Cherry Hills Country Club was founded March 28, 1922. There can be no doubt about its beauty. It compliments the natural splendor of the Columbine State.

The Clubhouse is located at a high elevation where members have a commanding view of a 150 mile stretch of the rugged Rocky Mountain range. From the first tee the course itself drops away to a plush, valley-like meadow where 7,004 yards of competitive golf are purposefully located. Cherry Hills has a membership of 500 Men Resident members. Initiation fees are \$4000; annual dues, \$480. In addition to its 18 hole championship golf course, it has a 9 hole par 3 course, five tennis courts and a swimming pool.

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FOR THEIR SUCCESS.

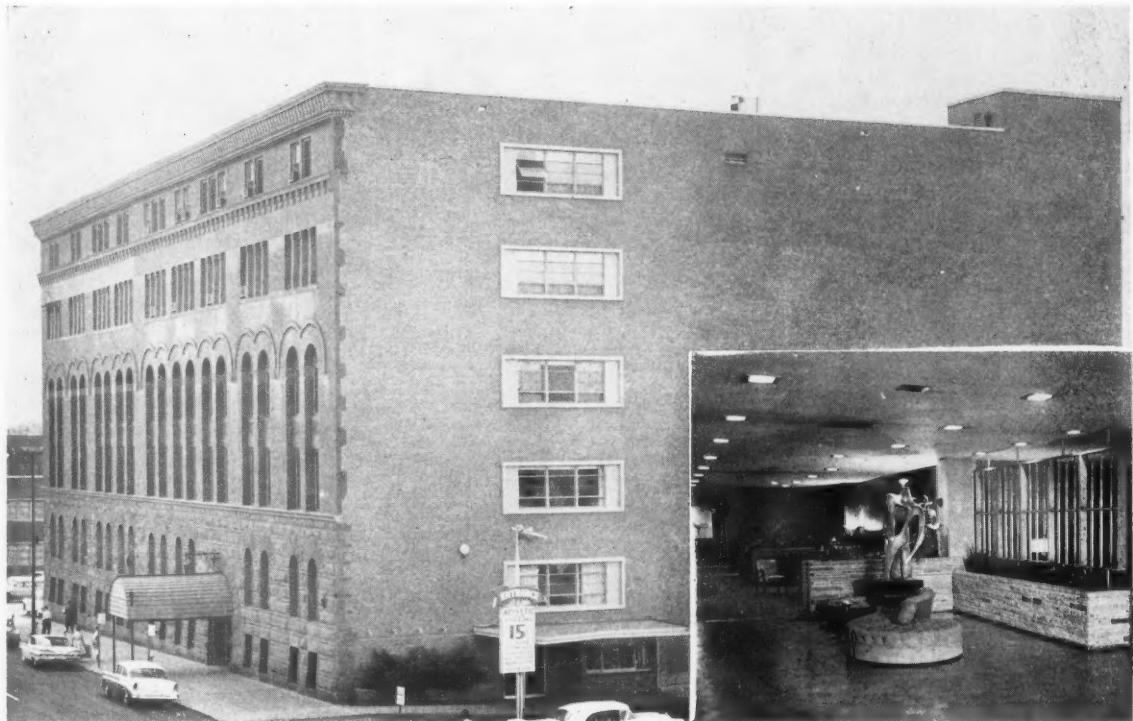
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The Denver Athletic Club

Denver, Colorado

J. Melvin Conway, Manager



The Denver Athletic Club was organized in 1884 and a vacated Baptist Church served as the first clubhouse.

Shortly after the turn of the century a new clubhouse was built at 1325 Glenarm Place at a cost of \$250,000 and it was considered one of the outstanding buildings in Denver. In 1951 half of the building was destroyed by fire, and that portion was rebuilt at a cost in excess of \$1 million.

Membership has grown from the original founding 12 to the present 2500. Facilities now include eight bowling alleys, a large billiard room, gymnasium, swimming pool, barber shop, four dining rooms, 12 private dining rooms, and a health department second to none.

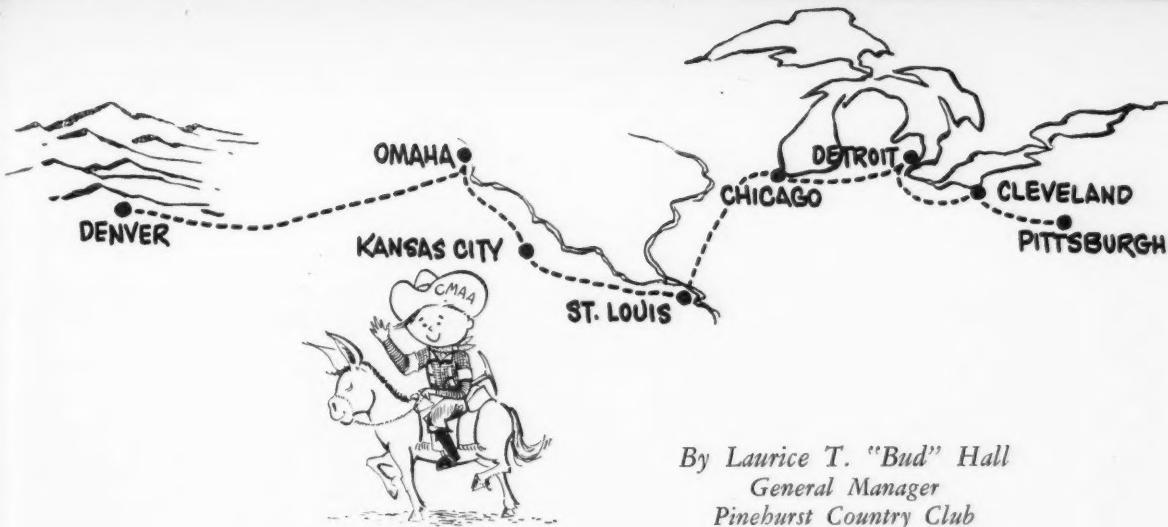
Fred L. Wood, CMAA president in 1936, served as manager for more than 20 years. The present staff is approximately 200 employes under the direction of Manager J. Mel Conway.



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By Laurice T. "Bud" Hall
 General Manager
 Pinehurst Country Club
 Denver

Li'l Mac and Red on Last Leg Of Trip to Denver Conference

A K-Sar-Ben Chapter welcomed Li'l Mac and Red, the burro, as the twosome started the last lap of their journey to the 34th annual CMAA conference to be held at the Denver Hilton, January 25-29.

Their trip up the Missouri River from Kansas City was uneventful but arrival at the Omaha Club with Henry Wills as host was quite an action packed evening.

Omaha, often called the "crossroads of the nation," played an historic part in the settlement of the West because of its location. Mormons camped there during the winter of 1846-47 and nearly 600 of them, victims of hardship, are buried in the Mormon Cemetery. Omaha was important as a trading post during the gold rush and the city was the point designated for the first transcontinental railroad going west. Ground was broken by the Union Pacific in 1863.

Today, the city, the state's largest, is prominent as a distribution center and meat packing and livestock marketing place. Boys Town, ten miles west, has facilities for 1000 homeless boys. When leaving Omaha, Li'l Mac and Red plan to visit this wonderful institution started by Father Flanagan.

The Nebraskans are all ready for the conference junket, less than a month away.

Li'l Mac and Red are reported to be

in excellent condition and are anxiously looking forward to their Denver conference arrival on Wednesday, January 25th.

Our twosome is quite happy with only 726 miles to travel on a total 2105 mile trip which started in Pittsburgh on July 1st. During the trip Li'l Mac and Red have been honored at more banquets and shindigs than you could shake a stick at. Publicity about our pair has exceeded the walking trip of Dr. Barbara Moore.

Li'l Mac and Red are most grateful for all the courtesies extended them by the greatest and most hospitable group of people under the sun, The Club Managers of America. The tales of their travels will soon be history but the memory of their visits across the country to the most renowned of city and country clubs will linger on forever.

Miss Celeste Huffer, secretary, Ak-Sar-Ben Chapter, introduced the celebrities and then read the monthly letter from Horace Duncan, general chairman for the 1961 conference.

Dear Li'l Mac:

It won't be long now and the Mile High Chapter as well as all the conference attendees will be awaiting your arrival. If it is possible we'd like to have you and Red meet the Wagon Train at Union Station when it arrives from Chicago and points east on Tues-

day morning. We're planning on you and Red leading our procession from the depot to the hotel.

The pre-conference trip to the mountains and Pinehurst Country Club will be on Wednesday, January 25th, and we'll let both you and Red take the bus.

We also wish to have you both on hand for the opening session on Thursday morning, January 26th.

The Mile High Chapter is ready FOR THE FINEST CONFERENCE EVER HELD.

In closing, PLEASE URGE EVERYONE to get their reservations in as soon as possible if they have not already done so.

Advance registrations will be extremely helpful and we urgently request them NOW. They should be addressed to:

Mr. Frank Case, Manager
 Denver Club
 Denver, Colorado

Safe journey and we'll soon be seeing you.

Sincerely,
 Horace Duncan
 General Chairman
 1961 Denver Conference

"FOR EDUCATION AND FUN
 IT'S DENVER IN '61" ■ ■

Denver Ready for Club Managers

Like a football team keyed for the biggest game of the year, the Mile High Chapter is wound up and razor sharp to stage a great conference for delegates of CMAA from all over the country at the Denver Hilton, January 25-29.

The planning stage of the Denver conference has been well under way for quite some while. The committees have been working quite diligently and have been planning as much detail as possible to coordinate a fine and eventful conference.

Perhaps you have noticed in previous publications the schedule of events that will take place this January. The Wednesday morning tour promises to be quite a treat, particularly for the "Flatlanders." We have heard rumors that some of the "furriners" think it is extremely cold in the Colorado Rockies and we believe we have a real treat in store for you: Wintertime is not too unlike Springtime in the Rockies. It looks as if our Convention Week is going to be one of the brightest and best parts of the winter season for you.

We will go to Coors Brewery on Wednesday morning, a short trip over the foothill mountains, and into Pinehurst Country Club, the new multi-million-dollar club, just completed here in our Columbine State, for luncheon. This club has some of the latest innovations in kitchen facilities and equipment ever incorporated into one country club. We think there are many things here not only in kitchen operations but in general facilities, furnishings, decor, grounds and location that every club manager, as well as his wife, will thoroughly enjoy and find to be of extreme value.

Wednesday night, the wine tasting at the Brown Palace Hotel, famous to the four corners of the Earth, promises to be a delightful event. After the wine tasting on Wednesday, the evening is

*By Horace Duncan
Conference General Chairman*

open and you may go on the town. There are interesting places to visit in the evening. Many of our spots of entertainment are quite charming and we believe you will enjoy them.

Thursday morning opens the conference. Our joint luncheon held at the new Denver Hilton Hotel, we dare to forecast, will be an eventful affair. The program of seminars, which are scheduled a little differently this year, undoubtedly contain subject matter of interest to every club manager. The program outlined is as follows:

Keynoter: Dr. Carl S. Winters

Tax Clinic: Walter A. Slowinski

Promotion of Activities: Willard E. Brown

Types of Food Service: Matthew Bernatsky

Budgets: Fred E. Furns

Payroll Control: Joseph H. Nolin

*Board-Manager Relationships:
Thomas C. McGuffey*

Analyzing Club Memberships: Henry T. Maschal

Manager-Staff Seminar: Dr. Joseph W. Thompson

Kitchen Facilities: Arthur W. Dana

Also, there will be round-table discussions for the various club categories, with moderator and co-moderator officiating.

Thursday night is our formal dinner dance. We have some delightful entertainment planned for that evening along with an extremely fine orchestra for your dancing pleasure.

An outstanding program for the ladies will include a luncheon Friday at the Denver Country Club with an ice skating show and a Saturday luncheon at the Petroleum Club with a show by internationally famous entertainers, as well as many other attractions.

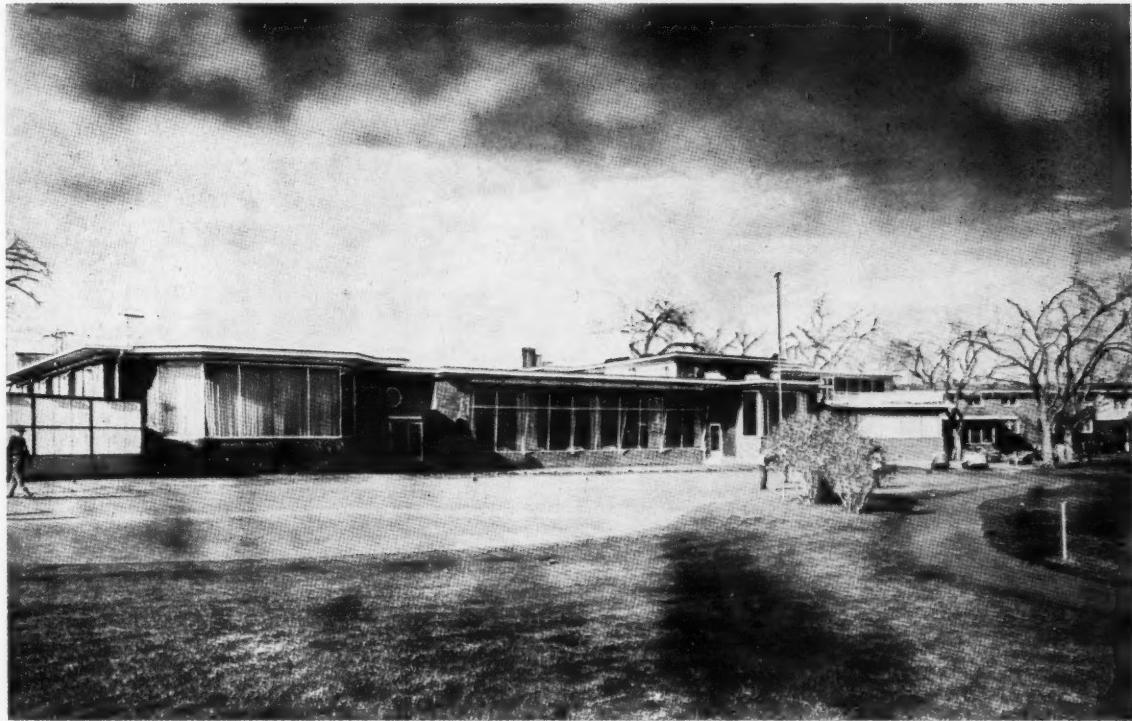
On Saturday night we all will wind up one of the greatest, fun-filled parties ever staged. We know you will enjoy these events. There is truly ahead of you: Education and Fun in Denver in '61. ■ ■



Lakewood Country Club

Lakewood, Colorado

Byron Aris, Manager



Lakewood Country Club is the golfers' club of the Denver area and boasts one of the most avid groups of golfers anywhere. It is one of the more popular tournament sites, and was the first club to bring the touring women professionals to Denver.

Lakewood is the second oldest country club in the area having been founded in 1907. The original Lakewood clubhouse burned to the ground in 1913, and again in 1948 the club was ravaged by fire. The present clubhouse is an attractive, modern structure.

An excellent swimming pool flanks the west side of the clubhouse and a convenient practice range lies to the east. Practice pitching and putting greens are within easy access of the first tee and golf shop.

Membership of the club is \$50. Initiation fees are \$2400 with dues \$360 annually.

Welcome, Club Managers...to Denver



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THE DENVER POST

Voice of the Rocky Mountain Empire

DENVER 1, COLORADO

October 4, 1960

EDITOR AND PUBLISHER
PALMER HOYT



Club Managers of America:

These are days of swift-paced business, of almost hectic daily schedules, of dramatic events at home and abroad, of crowded highways and no-vacancy signs. They add up to one term - pressure.

And that pressure, mental and physical, pursues us from the time we get up in the morning until we get home at night, and sometimes comes right on through the front door to pursue us overtime.

In times like these, the social-recreational club takes on an importance shared by few institutions.

It is a haven from all of the pressures, but it is even more. A haven provides only refuge; the club provides that, plus the antidotes to release the pressures, calm the harassments, and slow down the tempo.

The club has brought new meaning to family life. It was no secret that the cherished domestic "togetherness" was fading out of our American scene as outside the cherished "ia" and creation of new urban residence areas and young people's hours. The "rush to suburb-neighborliness. Close friends might live miles apart - just how could they keep up the personal contacts that meant so much?

The answer is the club, where families can get together by themselves or with other families they enjoy, and where there's no end of things to do, without fuss or other harassments, and strange quirks of circumstance that disprove the rule, sometimes happily. The club is no exception of circumstance.

In almost all of our surroundings we can find anomalies that have changed the course of industry, science, society or history itself, or on a shaded patio of the club? They are many, of course, and in many instances they have emerged without previous intent or forewarning.

For it is true that here, where people go to get away from the press of business, some of the most important dealings of the business world have their origin.

Somewhat the unhurried, do-as-you-please atmosphere provides precisely the kind of relaxed situation needed for some big ideas to take shape, crystallize and attain workable form.

Who can say how many associations and transactions that have changed the course of industry, science, society or history itself, or on a shaded patio of the club? They are many, of course, and in many instances they have emerged without previous intent or forewarning.

The club, then, is not only a convenience, a haven, a place of rediscovered family kinship and neighborliness; it is a vital part of the American story of well-being and success.

To the many Club Managers attending the 34th Annual C.M.A.A. Convention in Denver, we welcome you...we hope you enjoy our city. We will do everything we can to help make your convention most successful.

Very truly yours,
Palmer Hoyt
Editor & Publisher of The Denver Post

Denver Petroleum Club

Denver, Colorado

Finn V. Petersen, Manager



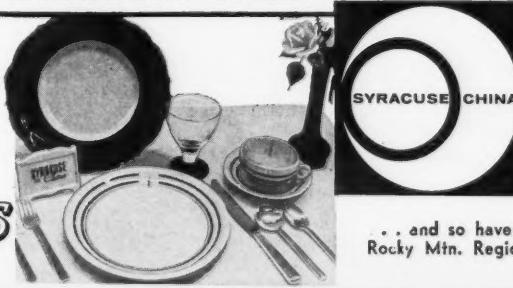
The Denver Petroleum Club was organized in 1948 and the first meeting place was in the Albany Hotel. Later the club's quarters were moved to Denver's renowned "Edelweiss," then into quarters in the Mile High Center, until the Petroleum Club Building was completed in 1957.

The top three floors of the impressive new building are devoted to the twelfth floor banquet area, thirteenth floor cocktail lounge, main dining room and men's grill and bar, and the new fourteenth floor "Japanese Roof Garden." This newest addition is a masterpiece of design and beauty, and from the windows and garden can be seen a panoramic view of Denver and the lofty, snow-capped Rocky Mountain range, from famed Pike's Peak to Long's Peak, some 200 miles of rugged mountains.

Initiation fees for members are \$700, with annual dues of \$144.

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. . . and so have many clubs in the
Rocky Mtn. Region

Green Gables Country Club

Denver, Colorado

Albert Schulze, Manager



Green Gables Country Club was founded over 40 years ago by members of the Progress Club, a sports group that felt the need for a golf course on its agenda.

A natural lake supplied swimming facilities until eight years ago when a large, lake-shore swimming pool was constructed. The lake is now used exclusively for boating.

Nine holes made up the original golf course, which was laid out mostly in open fields resulting in nearly all of the landscaping being man-made. Nine additional holes were built later, the most rugged being the difficult par threes. The history of the club has been continual expansion, and a remodeling project was only recently completed.

A conscientious "family club," Green Gables also provides excellent tennis facilities and new courts are on the planning board.

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Denver, Colorado

Secretary-Treasurer
LAURICE T. HALL
Pinehurst Country Club
6255 West Quincy
Littleton, Colorado

Club Managers Association of America

MILE HIGH CHAPTER
6255 WEST QUINCY - LITTLETON, COLORADO

November 11, 1960

Dear Club Manager:

The Mile High Chapter extends to you their friendly greeting to attend the Thirty-fourth Annual Conference in their fair city. We hope you will like Denver, and we also hope that you will derive many tangible benefits from the Conference. We would like to give you a little thumbnail sketch of our Chapter and hope you will enjoy reading about it.

A Charter was granted to the Mile High Chapter on February 16, 1937. Fred L. Wood, Manager of the Denver Athletic Club, was National President in that year, and Wayne Miller signed the Charter as National Secretary. The names of only nine men are listed, and in the twenty-three years since that time the Mile High Chapter has grown over three hundred per cent to a total of thirty-two members. Fred Wood was at the organization meeting, and I joined shortly afterward. Until the death of Fred Wood the Chapter had two charter members, and five of the original nine who signed the Charter are still living, with only yours truly still active in management.

We were a brave lot in those days,—had monthly meetings and a fine educational program for each meeting. So brave were we that we asked for and got the Thirteenth Annual Conference in 1939. Other managers and chapters were brave also, as at the Denver Conference a suggestion was made that we secure a National Home for Club Managers, and before the excitement died down individuals and chapters were voicing contributions for such a project at Red Stone, Colorado. Those days were not too far removed from the Depression, and the idea died almost before it was born. The property that we were considering is now a very valuable resort, and who knows what might have happened to the Association if we had gone ahead with our plans.

I believe that the future of our great Association lies ahead and not in the past, and that is why the Mile High Chapter is again proud to entertain you at the Thirty-fourth Annual Conference of C. M. A. A. We are honored to have been selected to greet you now, and to assist in making this one of our finest conventions.

Most cordially yours,

Howard H. Mehlman
Howard H. Mehlman
Manager
Denver Country Club

HHM:MCA

University Club of Denver

Denver, Colorado

Arch Dillman, Manager—Ex Officio
Tish Kallanja, Manager



The University Club, incorporated in 1891, of Denver is located at 1673 Sherman Street and has a membership of 650. Initiation fees are \$360, including tax, and yearly dues are \$192.

Club facilities include a billiard room, five private dining rooms, two main dining rooms, two cocktail lounges, a library, card room and 28 bedrooms.

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The 26 Club

Denver, Colorado

Gary E. Stay, Manager



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The 26 Club affords its members superb dining under the most favorable conditions, catering to select business executives of the Denver area.

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Annandale Golf Club/Los Angeles

Pinehurst Country Club/Denver

Thunderbird Country Club/Palm Springs

San Gabriel Country Club/San Gabriel

DENVER

Comes of Age

It is axiomatic among newspaper reporters that Denver is the easiest city in the country in which to conduct man-on-the-street interviews.

Approach any passerby on bustling 16th St., the Mile High City's downtown shopping mart, and ask any question. No matter how controversial the topic, the opinions will emerge in a steady flow.

It is also characteristic of the Queen City of the Plains that the new residents who arrive here at the rate of 2000 each month do not change Denver; Denver changes them.

The casual visitor who drops in for three or four days leaves as Denver's best salesman. The man who stays a week feels that he has a vested interest in the elephant house at City Park Zoo. After a month, he's a native.

All of which is by way of introduction to the expansive, open arms welcome extended by this glistening city, sprawled out for 20 miles at the base of the Rockies, to newcomers.

Denver is both a beginning and a climax. It is the oasis at the end of the 500-mile trail across the Great Plains; the mecca of escapees heading north from the blistering ranges of Texas. It also is the jumping-off place for the Rockies and all that they imply for the millions seeking the thrills and fun of high country.

Denver is a city of contrasts. On a mountain top just 20 miles from downtown Denver is the grave of Buffalo Bill. A couple of hogbacks away is the \$40 million industrial complex that's building the Titan Inter-Continental Ballistics Missile.

This same mixing of old and new is a part of every day living in Denver, and few are the residents who'll

By Bill Brenneman
Denver Convention &
Visitors Bureau

deny that this blending is part of Denver's charm.

A tour of Denver must begin at the corner of Colfax Ave. and Broadway, where Denver's reverence for the past and its devotion to the modern are strikingly apparent.

On the one hand is Colorado's State Capital building, topped by a dome coated with gold leaf in tribute to by-gone mining glories. On the other is the gleaming white tower of the 28-story First National Bank building, representing a wedding of conservative banking money with the flamboyant millions of the Murchisons of Texas.

From the same corner can be seen the graceful classic columns of Denver's City and County building, which an earlier generation of city fathers stopped at four stories so the beloved view of the Front Range of the Rockies never would be blocked. The same glance discloses the new, 22-story, 884-room Hilton Hotel, scene of the forthcoming CMAA conference and majestic symbol of post-war Denver's emergence as a major convention city and commercial center.

A few steps from this same intersection takes the visitor to two of the most dramatic monuments to Denver's pursuit of culture—The Denver Art Museum, ranked as one of the nation's ten best, and a new, 600,000-volume public library.

A block from the Civic Center is the U. S. Mint, which stores more gold bullion (\$6 billion) than any other U. S. depository outside of Fort Knox.

Denver also worships the mountains which lie at its doorstep—so much so that its people have developed a unique mountain parks system, covering 20,000 acres in the wooded foothills.

The chief of these mountain park attractions is the Theater of the Red Rocks, where an amphitheater seating more than 10,000 persons has been carved from towering cliffs. Here, Denver and its visitors munch on fried chicken at picnic suppers while waiting for concerts by the city's excellent symphony orchestra or appearances of the world's great ballet troupes.

Inside the city is a 1684-acre park system which, in its way, is just as special as the mountain parks. Chief among the in-town parks is the 640-acre City Park, with an excellent zoo and a highly-rated Museum of Natural History.

Some 50 other parks, a dozen public swimming pools, and five municipal golf courses—one of them an 18-hole toughie at Evergreen, high in the foothills west of Denver—round out Denver's municipal recreational facilities.

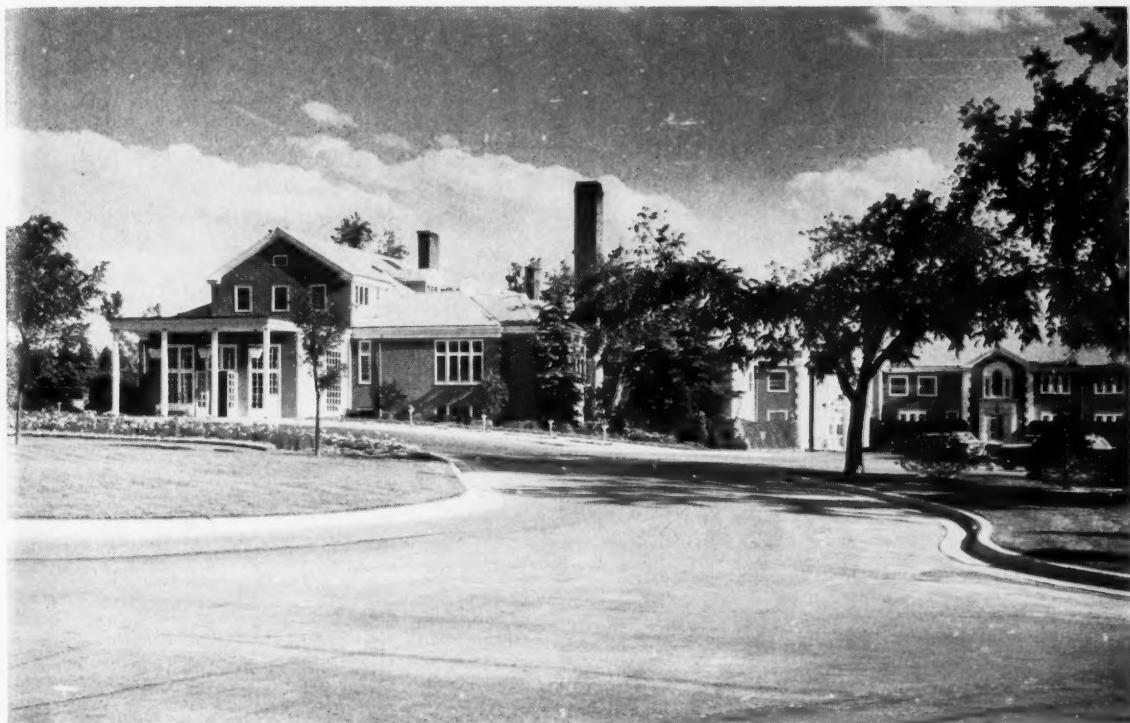
Operators of conducted tours say their trips through residential areas are among their most popular offerings. For Denver is a city of homes, and the 76 per cent of all Denver families who own their own homes take vast pride in them. Visitors can drive for miles through vast new residential areas which have sprung up at the rate of 6000 new homes a year since World War II.

(Continued on page 82)

Denver Country Club

Denver, Colorado

Howard H. Mehlman, Manager



Established in 1901, Denver Country Club is the city's oldest country club and reflects gracious charm and Victorian splendor. The clubhouse is a rambling frame structure nearly 60 years old and is the largest facility of its kind in the region, and only a few minutes' drive from downtown.

Thousands of beautiful trees, shrubs and flowers make the club's grounds the finest of all landscaped courses in Colorado. Giving way to an expanding Denver, part of the old course is gone and five new holes, opened in 1959, blend harmoniously with the original tract.

Athletic facilities include the golf course and practice range, six hard-surfaced tennis courts, an outdoor artificial skating rink, and two bowling-on-the-green courts.

Initiation fees are \$4000, with annual dues \$480.

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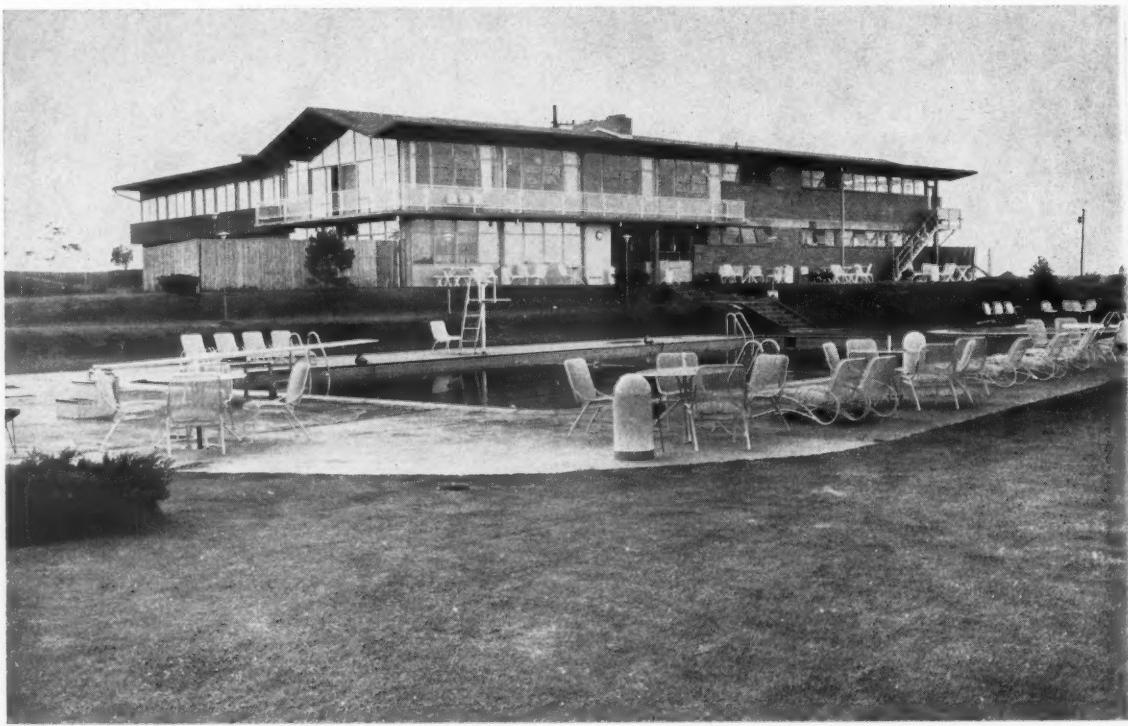
Tabor 5-5311

Denver, Colorado

Valley Country Club

Denver 22, Colorado

Clayton E. Pruner, Manager



One of the newest private clubs in the region, Valley Country Club, contrary to its name, is situated on a high promontory nearly 1000 feet higher than Denver. Like many new clubs, it is part of a real estate program and acreages near the course are presently being developed into a suburban home tract.

The 18-hole course is heavily trapped; sand bunkers protect nearly every green and fairway traps are as numerous as duffer divots. Valley also provides swimming and tennis courts plus a playground area.

The present membership of 380 is expected to rise to 500 in the next year and the clubhouse was planned for that goal. Initiation fees are \$1500 with annual dues \$240 a year plus tax.

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Welcome
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Many of us today may well have a "blurred" image of the club manager as a management man. And so, I propose that we stand back, and take a good, hard look at the club manager, and at the same time, make some comparisons with the executive in business and the executive in club management.

"Authority Reversal"

the basic problem of club management

Leadership, from a functional standpoint, is one phase of a broad study of relationships between people. Leadership may be regarded as a system of behavior—something a person does in a particular situation, under particular conditions, at particular times, and with a particular group. Leadership may be defined as an act or process of influencing the activities of an organized group in the task of goal-setting and goal-achieving.

Management, on the other hand, may be defined as a multi-purpose organ that manages a business—the managers, workers, and work. In its daily work management cannot separate these operations, since it always executes these three jobs in every one action.

These are the broad functions of management, but to make things happen—to activate—management is concerned with planning, organizing, and executing. More specifically then, in order to manage, the club manager should:

1. *Plan*: Set objectives and goals;
2. *Organize*: Identify, bring together and arrange the resources by functions needed to accomplish objectives and goals;
3. *Execute*: Mobilize, control and activate resources to attain the planned objectives and goals.

We have seen that leadership and management are dynamic, life-giving elements in *any* business. Note the word "any." Surely clubs are businesses and, if they are, should not management be business oriented?

Management in the business community innovates, develops, promotes



By Joseph W. Thompson, Ph.D.
School of Hotel and
Restaurant Management
Michigan State University

and sells new products. Basic, long-run success of the business firm depends on the willingness of the public to buy these products. The products must satisfy the needs of the potential customers and management must keep pace with the needs by producing new goods.

In the same way, management in the club field should innovate; it should interpret the needs of the membership in a changing social and economic structure and provide programs which will satisfy these needs. These programs should spring from management, subject to the approval of the board or other appropriate officers.

When management initiates programs, emphasis is on management influencing the activities of the board and other officers of the club in the task of goal-setting and goal-achieving. Just as in the business firm, should not the total resources of the club—its financial worth, its human resources in the form of staff, members, board of directors

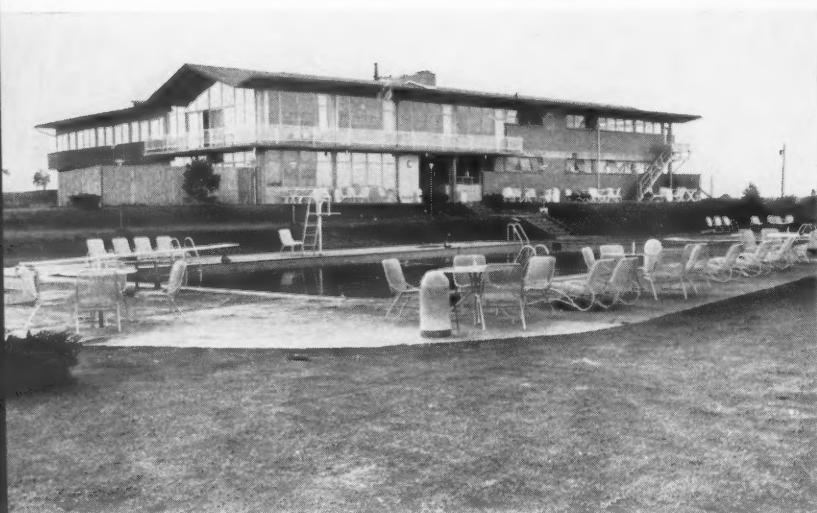
and committees—be marshalled and directed toward specific goals? Should not the club manager plan, organize and execute to attain planned objectives and goals? Should he not, through his leadership and management ability, be the life-giving element in a particular club?

Admittedly the management task in the club field is, in many ways, far more complex and nebulous than is the management function in the business firm. For instance, in one you have a fairly direct and well-defined line of authority. In the other you may have defined lines of authority between the directors, committees, and management. But there is a maze of "authoritative lines" running in reverse—that is, from members to management, committees, employes, the board, etc.

This places the club manager in a dilemma. On the one hand he has training and skills urging him to exercise

(Continued on page 70)

Is Your Swimming Pool A Headache or an Asset?



By William E. Rapp
Swimming Pool Consultant
Denver

Spend just a moment to think about your swimming pool operation. Is it one big headache for you or do you consider it an asset?

There is no reason why it cannot be an asset if four conditions are met. They are: (1) a competent swimming professional; (2) an adequate pool facility; (3) proper mechanical operation; and (4) a good, balanced program.

A pool should be the most popular spot in the club for a large segment of your club membership. Your facility should be attractive, your program alive and meeting the needs of the membership, and the pool personnel the most popular, highly regarded employees of your staff.

The key to having a successful pool lies in one man—your swimming professional. You may call him a pool manager, a pool director, or some other name, but this is the man who can make the pool "click" and relieve you of your headaches.

A swimming professional is the name I attach to the man who fills the head management job at your pool. He is not called a "life guard" because if he is to do the "job" his duties entail much, much more than making the pool safe for swimmers, though we shouldn't sell this function short.

What qualities are necessary to fill this job of swimming professional? This person must be mature, intelligent, and congenial. He has been trained as a water safety instructor and therefore he has a knowledge of swimming instruction and water safety practices. He is an engineer specializing in water chemistry. He is a sanitation and housekeeping expert. He is an organizer of people and programs. He is a coach, a teacher, and a recreation specialist. He is capable of hiring, training and leading a staff. He is able to meet all types of emergencies. He can plan successful parties, swimming meets, and interpret pool rules to staff and members. He can manage a swim shop and give professional type instruction. He is willing to give of himself in time and energy to create an atmosphere which makes the pool a place where members want to spend time. He is able in a short time to absorb your philosophy of management so that he carries out a program which relieves you of the details and the headaches which inevitably arise around pools.

This person regards the job as a profession—not as three-month stop-gap employment or a soft way to spend the summer or swimming season out in the sun.

He has trained and studied for this position. He has served one or more years in a lesser position acquiring skills. He has learned to guard and

The Town Club

Denver, Colorado

Mark Toray



The Town Club is one of Denver's famous landmarks and is located at 969 Sherman. Among the 270 members are many of the top men of Denver.

Initiation fees are \$900 with monthly dues of \$24. Club facilities include a swimming pool and steam room in addition to an excellent kitchen and bar.

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guard well and knows the value of proper guarding position, pool rules, bather load, and having an emergency plan. He has learned the problems of pool filtration, chlorination, heating, and sanitation. He has learned how to recognize and eliminate safety hazards. He has learned how to suggest to "Mrs. Big" that she has been in the sun long enough without hurting her feelings. He has learned how to squelch teen-age horseplay quickly, kindly, and effectively.

Becoming a swimming professional is not an overnight job. It is not a job that can be filled by a 16-year-old senior life guard or even by a 19-year-old water safety instructor.

Where do you find this person who is the answer to all your problems? It is very likely that there are two or three persons in your immediate area who qualify or so nearly qualify that it takes only a little polish to fill the bill. In order to get this person you

He studies and knows what can be done with your present equipment and knows also what are the limitations. He knows what needs replacing and repairing. He knows what safety hazards are present and what can be done to eliminate them. He knows whether your filtration equipment is adequate. Is the water clear and the proper temperature? Is chlorination adequate? Is the PH kept at a proper and constant reading? Is your filtration turnover adequate for your swimming loads? Is your equipment so designed that it does not waste water?

Pool Equipment

Following is what your pool equipment should do: Give a six to eight hour turn over of water. Give perfect clarity of water in the deepest part of the pool. Chlorinate so that the water is of drinking quality as far as purity is concerned. Maintain a PH (alkaline-

Getting "the" man solves one problem

must agree with the job analysis which has been presented, you must be looking for more than a life guard, and you must be thinking of presenting a program which consists of more than recreational swimming.

When you find your man, can you afford him? You cannot afford not to have him! What is he worth? What is it worth to you to eliminate your problems and have only happy, enthusiastic reports concerning the pool?

If salary is a problem, tie in private lesson money and swim shop profits, offer a guaranteed figure which combines all three, or any other plan which guarantees a professional salary for a professional job.

A good swimming program can be a selling point to attract additional members if yours is still a growing club. A good program can promote your dining room business, your bar business, your golfing and your tennis by bringing entire families to the club for greater periods of time. If your swimming professional costs you more, he can offset his salary by increased membership satisfaction with the club and increased business for the club.

The top swimming professional is not the whole solution to the pool problem, but he has the answers. He can make an appraisal of your present facility. He can make a use study of the pool to determine peak days, peak hours, popularity of certain programs, swimming area per person, adequacy of pool size and shape as it relates to program, adequacy of locker rooms, etc.

Pool Program

Finally, your program is what sells the pool. It should be a four-phase program consisting of instruction in swimming and diving at all skill levels, competitive programming, water ballet programming, and recreational swimming.

If your pool is functional, two or more of these activities may be held simultaneously without conflict of program. If pool size or crowd size makes this impossible, scheduling or pool sectioning by dividing ropes becomes most important.

The key to a good program is good instruction. Past experience has proved small group instruction (four or five pupils) to be most desirable. Lessons should be 30 minutes in length and given twice a week. If grouping is done according to age and ability and instruction is of good quality and given with the instructor *in the water*, progress will be phenomenal as compared to other instruction programs. Instruction should be made available to all-children and adults. Adults should be scheduled at a time when adults only are allowed. Adult participants in the program become your best boosters.

The competitive program and water ballets tie in with the instruction program by providing an interest and goal toward which one can progress. Competitive programs are conducted for age groups eight and under through college in most successful club swimming programs. Water ballet offers an outlet for many girls and some boys who do not have the competitive urge.

Recreational swimming is popular with the whole family, but even here games which improve skill are necessary and important to give a little additional zest to the program.

In order to present a well-rounded program, the needs of the membership should be assessed. No one aspect of the program should dominate.

Swim shows which involve all of those participating in the pool activities should be scheduled from time to time. Only in this way can the membership be informed of the extent and quality of the program. Every person has a vital interest if a family member participates. This does not have to be on a professional show basis but can be on a penny dive, innertube relay, father-son relay, beginner ballet, clown-diving basis which creates fun and excitement for everyone.

It is my feeling that you, as a club manager, have potential in your pool operation which can give added service and pleasure to your club membership and in so doing increase your prestige as a manager. We have only

(Continued on page 72)

Denver Club

Denver, Colorado

Frank W. Case, Manager



The Denver Club was founded in June, 1880, and is one of the oldest clubs west of the Mississippi. The Guard's Hall was utilized as club headquarters until 1885. The club now occupies the four top floors of the Denver Club Building which is located at Glenarm and Seventeenth Streets; the site of the old clubhouse.

Membership of the Denver Club numbers approximately 850. The facilities of the club include three dining rooms, six private dining rooms, men's bar, ladies' cocktail lounge, billiard room, card room, squash courts and healthatorium. There are also 15 sleeping rooms for the exclusive use of guests of members.

Frank W. Case, manager for the past five years, on January 1 was succeeded by David Henderson.

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Denver Clubs Feature Fine Food and Service

By Matthew Bernatsky
Cornell University

Professor Matthew Bernatsky, who moved to the school of hotel administration at Cornell University this year, is well qualified to report on Denver clubs, previously having been head of the school of hotel and restaurant management at Denver University. In addition, Professor Bernatsky is a well-known food and management authority and has lectured at several CMAA conferences and short courses.

We often use the expression, "that clubs are the last hideout where fine food and personal service is appreciated." It seems to me that in Denver, the clubs are a stronghold and a beacon where many people learn to appreciate fine food and personal service. The clubs of Denver are richly contributing to the cultural growth of the Rocky Mountain empire.

Education has always interested the club managers in Denver. The Mile High Chapter gives a yearly scholarship to the school of hotel and restaurant management at the University of Denver. Many of the club managers guest lecture at the University. Workshops, short courses, buffets, practical demonstrations in food preparation and service, and field trips through the leading clubs are the accepted standard in the clubs of Denver.

The man who is largely responsible for this is Howard Mehlman, manager of the Denver Country Club. In Denver he is affectionately called the dean of the club managers, and justly so. Howard trained many club managers, among them Horace Duncan, manager of the famous Cherry Hills Country Club, where President Eisenhower likes to play golf. Horace was Mr. Mehlman's assistant for seven years.

Many of the students from Denver University's school of hotel and restaurant management learned and worked their way through college under Mr. Mehlman and others, who shared generously their knowledge with these young people. Several of these students later became assistant managers and then managers of clubs after graduation, and they continue to follow the same pattern, of offering job

opportunities to hotel school students.

Among these are Mark Toray, past president of the Mile High Chapter, and manager of the Town Club, Denver; Gary Stay, manager of Denver's 26 Club; Laurice Hall, manager of the Pinehurst Country Club, Denver; Bert Goldsmith, manager of the Casper (Wyoming) Country Club; Jack McMahon, manager of Greeley (Colorado) Country Club; Roy Gossage, assistant manager of Aviation Country Club, Denver; Pat Martel, manager, Yellowstone Country Club, Billings, Montana.

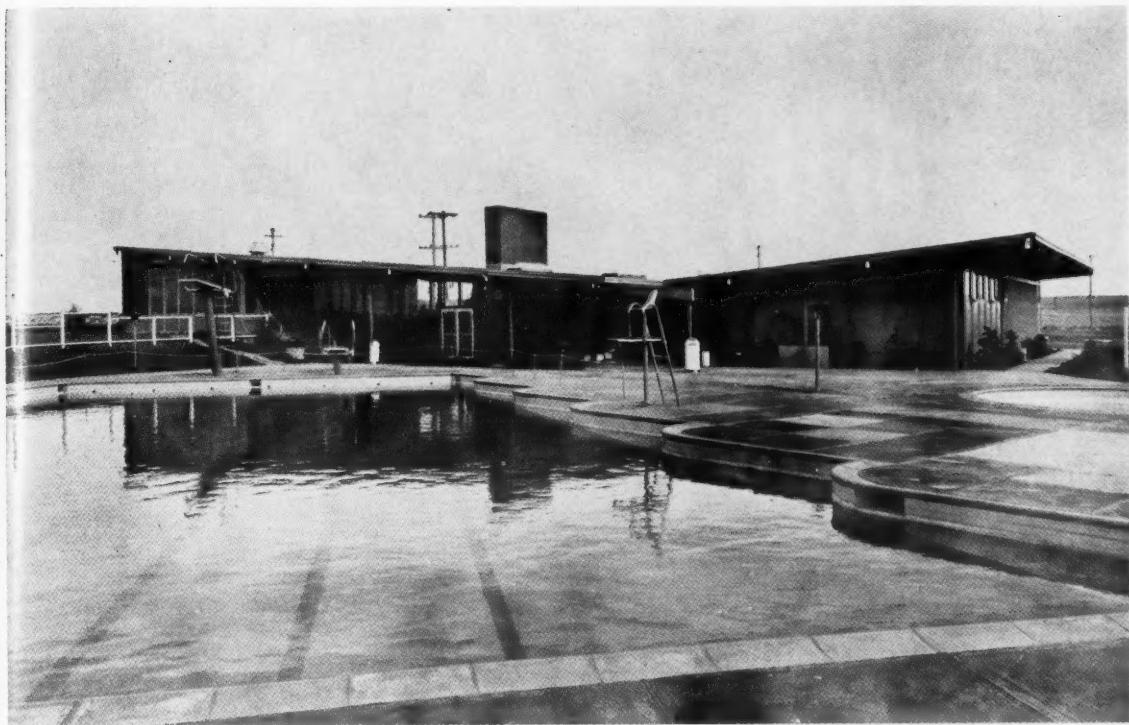
It seems that almost one-half of the club managers in the Denver area are characterized as "Bernatsky's boys." However, there is one exception that comes to my mind, and this is Frank

(Continued on page 72)

Meadow Hills Country Club

Denver, Colorado

Ralph Knox, Manager



Meadow Hills Country Club is the second of two new private clubs situated southeast of Denver, and was founded in 1956 by Denver business men.

The 18-hole course stretches over 7200 yards and utilizes three lakes and plenty of bunkers and traps as obstacles. Distance is the basic characteristic of the course, with large undulating greens placing a premium on the short game.

The clubhouse has a dominating view of the city and mountains, and is flanked by a large, odd-shaped swimming pool and driving range. Membership is 250 with facilities for about 300.

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Garden of the Gods Club

Colorado Springs, Colorado

Gene Marshall, Manager



The Garden of the Gods Club is located on a mesa 500 feet above Colorado Springs and directly in front of the natural wonder after which it was named.

In the two-level lounge, 28-foot windows face Pike's Peak, and take advantage of views that are second to none. The exterior of the club blends with its rugged setting, the roof being shingled with heavy cedar shakes, and the sides are of board and batten.

A heated swimming pool is designed for year-round use. Concrete tennis courts are fenced to eliminate winds. Other recreational facilities include horseback riding.

Present membership of the club is 856, with initiation fees of \$180 and annual dues of \$170.

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What Is Good Design To a Club?



A portion of the lounge at the Denver Petroleum Club.

By Joseph K. Cannell, A.I.D.
Cannell & Chaffin
Los Angeles

"Fine feathers make fine birds," and, as the saying goes, so do fine interiors make fine—and successful—clubs.

At least, this has been the experience of the Cannell & Chaffin interior design studio since undertaking its first club renovating task in 1948.

Our initial opportunity to experience first-hand magical results from a "change-of-face" design program was the Annadale Golf Club, Pasadena, California. Sadly neglected for a great many years (interior design-wise, that is), the club was in a deplorable physical condition. There had been little improvement in decor since its origin in 1925. Membership utilized the golf course, locker rooms and, occasionally, the grill. But the main club rooms were avoided like a plague. The lounge furnishings were tattered and crumbling to the great embarrassment of members who might desire to entertain.

Our firm developed a floor plan and furniture design which suggested breaking up the main lounge into intimate groupings. A porch adjacent to the lounge became a women's card room. The dining room was designed to lure

members and guests into a warm, friendly, country-provincial atmosphere, conducive to pleasure and relaxation, and highlighted with comfortable chairs and elegant chandeliers. Private rooms for dining were provided through the conversion of an old porch.

For the first time in many years, Annandale became a "second home" to its membership. Family parties centered at the "club"—gala festivities for Thanksgiving, Christmas and special events abounded. Dinner reservations hit a new high and the membership roster grew to capacity.

We have seen this experience duplicated in many other clubs. The Jonathan Club, Los Angeles, with a membership of over 3000, required complete redecorating. The building, constructed in 1928, was designed and furnished in elaborate Italian Renaissance. The management realized the need of a comprehensive refurbishing program, and in 1956 established a monthly charge of \$5 per member to create funds necessary for the project.

Careful redesigning of the women's lounge and dining area, redecorating

and refurnishing the main lounges and dining room, and developing a bar for men resulted in renewed interest from the membership and an intense increase in the popular acceptance of the Jonathan Club.

Many clubs that have realized the inadequacy of their facilities have combined major architectural additions with the redecorating program. Such was the case of the Hacienda Golf Club, Whittier, California, where the lounge and dining rooms were completely insufficient. Additional locker room facilities were necessary, and the expansion of a swimming and recreational area was required. A completion of the remodeling program changed the entire scope of membership participation.

One of the most extensive redeveloping programs in which we have entered was the Los Angeles Country Club. The large, sprawling Georgian Colonial building of approximately 70,000 square feet was in need of complete renovation. Here, again, the board of directors made a monthly assessment

Good Design



The photos above show the dining room and bar at the Denver Petroleum Club; photo at bottom left looks out through a dining area at Cherry Hills Country Club, Denver, and photo at bottom right shows the lounge at the Hacienda Golf Club, Whittier, California.

on membership and started the refurbishing program in 1955.

The men's grill was transformed into a luxuriously wood-paneled room. A much-needed area where men and women could meet after golf was developed into a mixed-foursome lounge. A year later, the main dining room and some of the private dining rooms were refurnished. Two years later, the entry and main club rooms were also included in the program. A new entry was built, offices changed, the lounge took on new characteristics and the women's shower and locker room were modernized.

This was an extensive program of slowly transforming the old to the new. It was a "touchy" interior design prob-

lem, because most of us wish to retain the charm of the reminiscent past and still add the glow of the stimulating future. There were members who desired the retention of traditional buildings, and new members who were prone toward contemporary design flavor. By carefully maintaining the old architecture, carrying through the beauty of traditional furnishings, and adding a generous application of fresh colors and decorative accessories, both factions were unanimously appeased.

The result of this blending of yesterday with today was successful—membership soared. And, according to Manager Gene Seeber, there has been a marked advance in members' private parties and membership participation.

He makes the observation that depressing results might have occurred in club activities had it not entered into this long-range, comprehensive program. This is particularly true because of the locale of the club which competes with some of the outstanding restaurants in the Southern California area.

In addition to the economic aspects of running a club, there is always the membership and its pride of possession to be considered. Our experience has demonstrated that if an old and run-down building is revitalized, each member takes a personal pride in the finished result. Like a new fur coat, or a beautiful car, he enjoys displaying it to friends. Good design and adequate club facilities result in an in-



Cheyenne Mountain Country Club

Colorado Springs, Colorado

Paul Rubben, Manager



Cheyenne Mountain Country Club is located in picturesque Colorado Springs, having been incorporated under the state laws of Colorado in 1891.

Almost within the shadows of towering Pike's Peak, athletic facilities offer a fine swimming pool, tennis courts and stables, but no golf. Two hundred and ten members make up the club's roster.

Initiation fees are \$600 with annual dues of \$200 plus tax.

Paul J. Rubben has been manager of Cheyenne Mountain Country Club for the past four years.

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Good Design

creased value of the membership far in excess of the cost per member for the improvements.

So far we have discussed revitalization, renovation, refurbishing and redecorating. What of the principles to be applied to new buildings, as well as the remodeled?

We would recommend a few rather simple suggestions to produce desired results:

Each area in a proposed building should be studied to be certain it fulfills a need. Careful planning between the architect, interior designer, manager and house committee are important. We have found that invariably these needs differ according to areas, location and membership desire.

One of the more important early requirements is an adequate traffic study to insure a floor plan that will prove functional to both members and club personnel. Next step is the appraisal of the number of people that will use each room, based upon the desires of membership and the expectant use of the facilities. Some clubs require large lounges and card rooms while others need only bar and dining areas. It is very important that there are the proper rooms of sufficient size to accommodate their proposed use. Extremely important in this regard is ample area for special functions, private parties, committee meetings, receptions and the occasional large club celebration.

After the size and use of the areas have been established, it becomes necessary to develop a theme for the background of the building. Whatever color scheme is established, the same tones in variant shades and quantities should be carried throughout. This color coordination tends to give a sense of restfulness and continuity to the decor.

We always advise a restraint of loud colors as "flashy" interiors quickly become tiresome. And, inasmuch as there is bound to be great wear and tear on a club, it is essential to give extra care to the selection of durable, quality items. Sparkle in decoration can be obtained through the choice of interesting accessories, beautiful lamps and graceful wall ornaments and art.

The Denver Petroleum Club was an assignment whereby we had the opportunity to work directly with the architect, from the ground up, through its total construction. Much of the basic planning, including recommendations for the scope of the project and actual area dimensions, was developed by us.

Since this was to be a city club for



The Jonathan Club, Los Angeles

men, every effort was made to make it warm and friendly. Walls were treated with an extensive use of wood paneling; autumn colors were chosen to enrich and enliven with subtle dignity; block linen draperies and upholstery of select furnishings were used to lend elegant informality; small area groupings in the main lounge created an aura of formality; an intimate private appeal in the main dining room was accomplished through the use of screens and strategic placement of booths. A unique wall treatment was featured in the bar. Oil company insignias, hand-carved and mounted to give a third-dimensional effect, ornamented the walls with an appropriate theme for this Denver Petroleum Club.

We are presently in the process of a program for the new Pinehurst Country Club. Here again lies the opportunity to prove "what is good design to a club?"

It is a great challenge and pleasure to assist in the planning and fulfillment of club requirements. Our real satisfaction in this type of interior design stems from envisioning the project in the embryo stage and then watching it blossom into a finished setting which lends pleasure and satisfaction to the membership, board of directors and club manager. ■ ■

Authority Reversal

(Continued from page 59)

his managerial and leadership ability but there are many times a host of influences working in the opposite direction.

We can see this picture more clearly if we visualize a case where all 500 customers of a particular business firm are equal partners in the business. Many of these partners would perhaps "tell" management how to modify its products, the prices it should charge, the employees it should hire, and perhaps even demand special consideration, concessions and services from management. The partners may rationalize their behavior and demands by the thought, "After all, we are partners."

This suggests the multiplicity of problems that could and in many cases do besiege the club manager. It also suggests the basic problem which in many cases exists between management, members, board, and committees.

The basic problem is the fact that all too frequently the board of directors, committees, and other members think of themselves as individual "watchdogs," owners, or leaders in the affairs of the club. These actions develop what we have referred to as a maze of "authoritative lines" running in reverse. An example will illustrate the problem and also suggest a solution. That is, a solution which may assist club managers to establish and hold a more pronounced management and leadership role in directing the club's activities.

Recently I was visiting with a top executive in a large corporation, who also served as the president of a fairly substantial country club. Prior to going to the club to view its facilities, the president began to discuss some of the problems of the club. He mentioned that he spent more time on his duties as president of the club than he did on his duties as an executive of his corporation. "A most time consuming job," he commented.

After arriving at the club, the reason why it was "a most time consuming job" was readily apparent. The president looked upon himself as the guardian of all people and all things in the club. He stopped to tell one of the



Joseph K. Cannell

Pueblo Golf and Country Club

Pueblo, Colorado

Sam Cash, Manager



Pueblo Golf & Country Club is located about 115 miles south of Denver in the city from which it takes its name.

The 18-hole course is a good test of any player's ability and calls for accuracy and well-placed tee shots.

A fine swimming pool is an attraction to the club's 534 members and the water is heated to ward off the chill of cool Colorado evenings.

Initiation fees for resident members were recently raised from \$240 to the present \$1000. Dues are \$216 annually.



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It often depends on "how you look at it"

employees that the rough edges of a board were exposed and someone's dress might be caught on it. He corrected the man at the cloakroom and he corrected the waiter while we were being served at the bar.

In a discussion that followed I asked this executive what his reaction would be if some of the stockholders or other officials in his company came into his office and told his executive secretary or his assistants how they should do their jobs. Also, what would he think if these individuals went out to the production line and began giving orders to the employees?

His reply clearly indicated that this could not be tolerated, that he had competent management and that was its function—you couldn't have people interfering with management. I asked him if this were not exactly the same situation in the club, if he weren't taking over the function of management. He presented the weak excuse that, "We have always operated this way," and then began to laugh, commenting that he had never thought of it, but that's exactly what he was doing— "interfering with management."

Club managers could offer hundreds of other incidents to illustrate the case of members and officers taking over the functions of management. There are, of course, a multitude of other problems that confront the club manager. They range from too many women using the golf course, the pool being too close to the golf course, the type of liquor served at the bar, managing the pool, the type of food served, the different interests of the various age groups, their status problems, social roles, problems of so-called important groups, etc.

All of these are *special problems*. But they could all be handled by the club manager easily and realistically if the one *basic problem*, the "reversal of authority," were corrected. As we have indicated, there is a possible solution to these problems.

We have stated that the range of problems facing the club manager who aspires to manage a club from the vantage point of leadership are vast and complex. And we know that regardless of these problems many club managers have hammered and threaded their way through the maze of problems and are truly business executives—the life-giving element in the club.

We know, too, that the basic problem of "authority reversal" is historical

in nature. We know that in a number of instances where club managers have been instrumental in planning and developing a club they have forged for themselves a position of management and leadership from the inception of the club itself. In brief, the ground rules of action clearly delineated the areas of influence for all groups from the inception of the club. The members were educated with respect to their

Remember . . .

MARCH Will Be the
Conference Issue of
CLUB MANAGEMENT
and it will contain the
complete proceedings of the
Denver Conference
February Will Be
Swimming Pool and
Outdoor Issue

roles. The board of directors was given a typical board of directors role and employees were properly educated from the beginning. This simply means that each group was educated as to its relationship to each other and to the club as a whole. ■ ■

Denver Clubs—

(Continued from page 64)

Case, manager of the Denver Club who is a Cornell graduate.

Students, while learning to take care of selective groups of people who appreciate the cultural advantages of fraternity, sport, relaxation, fine food, wines and the art of conversation, are at the same time earning a living wage in competitive business, and soon become executives. The required knowledge and responsibilities of a club manager are so varied and so demanding, that it requires exceptional individuals with capacity to understand

human nature, know and practice sound business principles and have love for and appreciation of the finer arts.

Since we do not have a Federal educational system, and because most of the states, within their respective school systems, do not attract and train higher caliber youngsters for the most basic industry, the feeding and housing industry, the good club manager must pick up, learn, and have knowledge and skill in the purchasing, preparation and service of food and beverages. The good club manager must know building and grounds, heat, light and power, and the correct maintenance and repair of all of these.

Most of the schools in our universities that prepare young men and women for the hotel and restaurant industry do require courses in food, engineering and design. However, there are additional and more specific problems that occur in the operation of clubs.

In order to satisfy this need, the school of hotel administration at Cornell University now offers an elective course in club management, open to upper classmen and graduates. We sincerely hope that other schools will follow this lead.

It is not enough to preach that the civilized man must have a liberal education, we might go a step further, and try to practice it, and I strongly believe that *clubs are the number one place* where high standards of social living are really practiced today.

The well trained and educated club manager comforts the members of his club. It is the club where some of our best people meet, and where they have an outlet for mental and physical enjoyment. It is here, at their club, where they learn to enjoy greater variety of fine food and vintage wines. It is here where correct pattern of behavior and manners become a habit. It is here where professional and important business people relax and recuperate.

Clubs, and above all, club managers, who serve fine food and provide personal service in a pleasant atmosphere, will not only contribute to the daily happiness of their members, but, indirectly, may improve the judgment and decision making of the most responsible citizens in their respective communities. ■ ■

Pool Problems

(Continued from page 62)

scratched the surface (or should I say rippled the surface) of the pool problem. Let's hope you can take a good look at your operation, dive right in and come up with a solution that eliminates your headaches and transforms your pool into an asset. ■ ■



The sophisticated Profile Room Cocktail Lounge located in Denver's Stanley-Plaza Hotel. French specialties are featured in the dining room for luncheon and dinner.

Close to the downtown area, is the attractive Scotch 'n' Sirloin room in The Gotham Hotel. Diners will find less formal atmosphere here and the attention is focused on superb steaks amid the intimacy of a pine-paneled room reminiscent of Old England.

Denver's newest restaurant—Laffite—is 18th Century New Orleans located in the heart of downtown Denver. A genuine sea-



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Joe Sperte, Manager

DENVER features a variety of sophisticated restaurants destined to appeal to the visitor's palate, regardless of the type of food he prefers.

Ranking among the finest in the nation is the elegant Profile Room located in The Stanley-Plaza Hotel. Here, visitors will enjoy superb continental cuisine in elegant surroundings.



A popular meeting place at cocktail hour is the Scotch 'n' Sirloin located in The Gotham Hotel in Denver.

food house where informality is the keynote, Laffite offers 60 varieties of fish specialties served in unsurpassed style.

Intimate dining amid an Old English background is found at the elite Scotch 'n' Sirloin both at luncheon and dinner.

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How Tennis Can Put BOUNCE Into Your Club

Today tennis is a rapidly growing sport from the standpoint of both player and spectator interests. As a conditioner it is excellent. Youngsters, particularly, develop into healthy athletes, and spectators see exciting competition. It is a sport that keeps the aging ones ageless. With the population explosion and expanded possibilities and interest in this great sport, tennis courts in clubs are mushrooming throughout the entire country.

The three methods available for playing areas are either through public park programs, private tennis clubs, or country clubs. Practically all clubs are creating facilities at a greatly expanding rate.

Gene Marshall, manager of the Garden of the Gods Club in Colorado Springs, is developing one of the most outstanding tennis programs in the country, and he reports that this is becoming one of the club's greatest assets in its operations.

Likewise the Denver Country Club, managed by Howard Mehlman, boasts of tremendous interest and activity not only in the tennis program but in the hosting of the Colorado State Tennis Tournament each year.

Cherry Hills Country Club, managed by Horace Duncan, last year installed two all-weather concrete courts, and the demand was so great that this

year this club added three more Laykold courts in its program.

These clubs, as well as many others, report that these increased tennis activities also bring additional usage to club dining room and cocktail lounge facilities. Looking back over the years we find that many country clubs have not always been abreast of the expansion in this field but now are rapidly becoming more and more interested in tennis programs.

Aside from the great value of tennis to the club as a sport itself, it is always well to consider that the younger set will make less use of the crowded golf facilities if tennis is available. And many clubs have found their adult members become more enthusiastic about developing programs other than golf so that the course is less crowded. Managers who may be considering the possibility of adding tennis as one of their regular activities would do well to mention this feature to their directors and give some thought to developing an overall balanced program in their clubs.

Tennis court costs are not prohibitive. Today courts are being built better, more quickly, and many new materials are being used in their construction. A basic number of courts to begin a reasonable program would be two or three. Concrete courts can be

constructed at a cost of approximately \$10,000 per court, including fencing nets, etc. Laykold courts are becoming popular today, and we find that they provide an exceptionally fine playing surface, are durable and all-weather. Here, again, cost is attractive, as construction can be accomplished for about \$6,500 to \$7,000 per court including fencing, drainage, drinking fountains, etc.

It is somewhat of a challenge to take the first step, but by constructing a minimum number of courts—at least two—and considering the fact that you have a reasonably active club membership, you will be surprised at the heavy favorable response. After this point you will find that the demand will grow and you will experience enthusiastic activity which has a chain reaction in uses throughout your entire club facilities.

Some clubs throughout the country have instituted a three-year junior development program under the leadership of their tennis committee. This program provides professional tennis instruction along with junior youth programs and special social activities as well as having intra-club tournaments and tournaments among other clubs in a particular area.

The future of tennis as to the number and caliber of players depends a great deal on a particular club membership. Age group is a great factor as are facilities and competent instruction. In addition to the functional use of these courts, they also serve as an asset in your club's over-all design and landscaping features and present another great asset in attracting young, active, and highly desirable new members to a club roster.

Tennis courts are now being constructed in a variety of color combinations leaning toward the cool, comfortable shades in surrounding court backdrops to provide better vision. It is also important to consider the geographical location of courts to provide as much natural wind barrier as possible.

Considering that modern America has been and is continuing to experience more leisure time, and so many club-minded people are seeking "togetherness" in organized activities, it is well for clubs to look into the advantages of tennis and its attraction to the kinds of people your club wants in its membership. The day of the "strictly golf" clubs is fading more and more into the past, and clubs are developing toward all types of activities and are experiencing more family usage. Move with these developments, and soon you will hear a byword in your club, "Tennis anyone?" ■ ■

By Arnold Brown
Denver Tennis Consultant

Casper Country Club

Casper, Wyoming

Bert Goldsmith, Manager



Casper Country Club was founded in 1924 in Casper, Wyoming, and has enjoyed a history of steady growth and expansion. At the present time a \$270,000 expansion program is under way.

Club facilities include an air conditioned clubhouse, an 18-hole golf course, two tennis courts and a swimming pool.

Casper Country Club has 390 members, but when the new remodeling program is completed it is hoped to raise membership to a goal of 450.

Greetings from Casper, Wyoming

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Metz Home Bakery, 311 E. 5th St.
The Wyoming National Bank "The Friendly Home Owned Bank", Casper
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By James S. Sudler
Architect

Design of the Modern Country Club

The design of a country club in 1960 is not much different than that of the early 1900's, but there are a few very glaring exceptions. These exceptions are the very things, however, that create more problems and also the fresh solutions of today's living.

The biggest difference, of course, is in the food and beverage service, this being the first principle for club design. The kitchen and its appurtenances must be a hub around which all various functions are planned. With today's high cost of service, the shortest distance a waiter can travel makes for better services, more profits to the operation, and fewer complaints from the members. The circulation of this service, as well as the members passing through this circulation is of utmost importance.

The club is, unlike many buildings, a 360 degree design. By this I mean that it normally is used on or approached from all sides by the members. There is no "back-door" as such. The service entrance must be disguised or hidden from view as it always will be a somewhat unsightly mess even though it is expertly cared for.

There are four or five major entrance areas to be considered in design: the main entrance, which should direct one to the basic eating and lounge facilities; a golf or sports area entrance which opens into the locker room or golf shop area; another entrance for the men alone, into their portion of the club; and two other entrances which are very often found are a ladies' entrance into their own locker room area and an additional entrance from the swimming area and sports area for children.

With all these various entrances in mind, and the kitchen as a hub of a total plan, the circulation between all of these and around the kitchen hub will be the architect's basic lay-out

problem. In many of the new clubs that are being built today some of these circulation points give way to others, and unfortunately so in some that I have seen. It is the architect's optimum plan if he can compromise the least in this circulatory pattern in any one of the major routes. This, of course, is not an easy design pattern, but one that must be adhered to as closely as both the land, budget and management's ideas can allow.

We believe that in our latest design of a country club, the Pinehurst Country Club of Denver, we have followed these goals to the maximum that is feasible under our site problems and budgetary allowance. This club was designed basically around the kitchen and the various routes of circulation discussed above.

The planning of a country club must be done with the club management stating its desires and needs at the earliest stages, as this will give solutions to many of the problems that otherwise will lead to a poorly managed club, through no fault of that management. You must produce the working solution in relation to the desires of the management that is going to run that club on the basis that they wish to do it. In our planning of Pinehurst, Laurice T. Hall, the general manager of the club, proved invaluable in this relationship between management and architectural planning.

In the strict design of a club, it seems to me that a certain lack of style should be maintained. A lasting style, which is really the lack of a temporal style, such as "colonial," "modernistic," "contemporary," or any of the other cliches, should be employed. This is shown by the work my office has done in the design of our work at the Denver Country Club and Pinehurst.

The Denver Country Club, one of

Denver's oldest and finest clubs, was built originally in 1910, and has, of course, been remodeled and added to for the past 50 years. It was basically colonial in style, but lately has been taking on a more "cosmopolitan" atmosphere, with the latest additions in keeping with the old style, but up-to-date in today's thinking, planning, materials, and atmosphere. We have just completed some phases of an extensive remodeling and addition program, such as a new pool and outdoor dining area, men's grill and toilet facilities, new skating house, etc. All of these are in today's methods, and while not "colonial," are not in glaring opposition to the club's original style.

Our new club, Pinehurst, is new from the ground up, but it has a "classic" feeling and approach in its design so as to be a living type of architecture that will not go out of style. What I mean by "classical" approach is that the basic architecture is very simple and on a rather plain basis so that its decor can be kept up to date without the need of changing architecture or structure. It can be added to in almost any direction, and uses of areas could be changed as changing needs arise. This should make for economical additions and remodeling in the future. A club is never completed, as it must go along with the years, aging in one direction, but remaining useful and changing in others. The original architect must try to anticipate the future, along with the present needs, not knowing how the club will flourish, or what the future may hold in the way of additional needs. It must be as flexible, unaging, non-stylized, beautiful and functional as possible. When all of these criteria are met, and the budget of the club is not pushed too far beyond the limits, a good country club will be at hand.

The El Paso Club

Colorado Springs, Colorado

George Cahill, Manager



The El Paso Club in Colorado Springs is the second oldest business men's club west of the Mississippi having been organized in 1877. At the present time membership totals 500 with annual dues of \$66. The initiation fees are \$100.

Noted primarily for its excellent cuisine, the El Paso Club has a beautiful dining room, bar, billiard room and sleeping rooms.

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For 80 years Denver has been noted for the sparkling quality of its social clubs. And these clubs in turn have been distinguished for the gaiety of the members—for hi-jinks, revelry, urbane conversation, political machinations, community zeal and an unsatiated appetite for good food and drink.

The first club of any importance—and in some ways still the most interesting—was founded in the late 70's by Lord Dunraven of Ireland. His lordship, whose beautiful estates I have visited in Adare, County Galway, was

Street near Broadway. Membership of the club was limited to foreigners. Its atmosphere was said to be much more like that of London or Cairo or Bombay. Its last president and one of its brightest spirits was Baron Walter B. Von Richtofen—of the family which spawned the famous German ace of World War I. The Corkscrew Club died in the latter part of the century, and with it went a cosmopolitan elegance that brightened the days when Denver was struggling to become a big city in a hurry.

whose voices had not yet been set and recitations by young fry. Nevertheless, the club lasted until 1893 when it was swallowed up by the silver panic which destroyed so many Colorado fortunes.

Another of Denver's pioneer clubs was the Candle Light Club, with a membership of 200, which met at the famous Windsor Hotel. It made no pretense about its purpose. It was a dinner club, and was described as being the finest of its kind between Chicago and San Francisco. As each diner besieged himself he was faced by a lighted candle in a little silver candlestick. At the head of each program was this line from Charles Lamb:

"Hail candle light! Without disparagement to sun or moon, the kindest luminary of the three."

The candles flickered back and forth in the hurricane of discussion as members debated the burning issues of the day: Should Denver buy the privately owned water works? Should there be a segregated district in the city?

The modern history of clubs in Denver began on October 20, 1888, when a glittering ball opened the new Denver Club red sandstone building at 17th and Glenarm Streets. The party, elegant beyond anything the city had seen before, lasted till dawn. It justified the comment made a few years later by the famous, high-living newspaperman, Richard Harding Davis: "That most delightful coterie at the Denver Club who never sleeps . . ."

The story actually began eight years before when Henry R. Wolcott, one of the wealthy gay blades of the town, gathered some equally eminent cronies in a suite at the Windsor Hotel to form the club. These included his gay-living brother, Oliver; David Moffatt, who conceived Moffatt Tunnel cutting through the Continental Divide; Walter S. Cheesman, who directed the aforementioned water works; James Duff, builder of the Windsor Hotel; Nathaniel P. Hill, who made a fortune in Central City and whose son was married to the one and only arbiter of Denver society, Mrs. Crawford Hill; Judge Amos Steck, a fine lawyer in his own right but best known now as Baby Doe Tabor's lawyer; Judge Moses Hallett; William G. Fisher; John L. Routt and several others in the 20-carat gold set.

In its journey uptown the club stopped for a few years in elegant quarters above the old Forester Opera House—now only a dusty memory to the devotees of western history.

The new red sandstone clubhouse was a gracious building. The late William W. Grant, one of the club's most urbane members, called its architecture "Cherry Creek Romanesque". But it really was better than that. In its heavy, ornate way it was an architectural gem.

A Rollicking 80 Years Of Denver Club Life

By Jack Foster, Editor
Rocky Mountain News
Denver

the greatest sportsman of his times. With Buffalo Bill Cody as his guide, he had come to Colorado with a group of adventure-seeking young men of prominent Irish, Scottish and English families. They roved the then wild Estes Park country where Dunraven had established a large ranching operation.

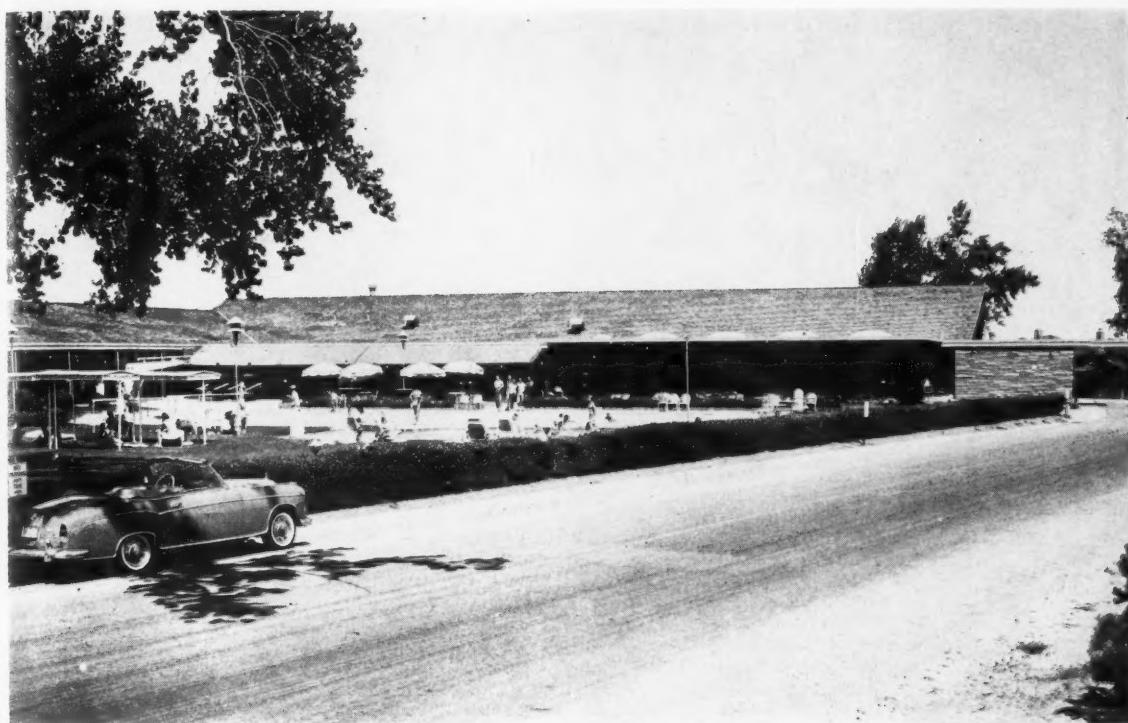
But the wilderness was not sufficient for these warm-blooded young gentlemen so they made Denver their social center—in the Corkscrew Club on the second story of a building on 18th

At the same time down on California Street lights burned brightly on many a night in a great mansion known as the Lotus Club, named undoubtedly after New York's famous club. This club was devoted mainly to the finer things of life—a characteristic that seemed not to attract members of the Corkscrew Club. Wives and members of the family were permitted to enter, and in the winter "entertainments" were presented. Undoubtedly these consisted of amateur readings of Shakespeare, cornet solos, duets by maidens

Columbine Country Club

Littleton, Colorado

Donald Fletcher, Manager



Columbine Country Club was the first club built in the Denver area following World War II and blends luxurious homesites with many of its fairways and greens in a delightful and convenient pattern.

Columbine rests snugly in a fertile valley west of the South Platte River southwest of Littleton just off Santa Fe Drive. Despite its tender age it is one of the most advanced and up-to-date clubs in operation. Still an anxious, energetic club, new land was recently purchased for a short, "speed-nine" 3100-yard layout.

The 18-hole course is flecked with bunkers and sand traps and a devious placement of water hazards makes Columbine potentially one of the finest championship layouts in the region.

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Aviation Country Club

Denver, Colorado

Edward J. Ott, Manager



Aviation Country Club has a beautiful new, large, L-shaped swimming pool that is most popular with the club's 2000 members. In addition, the club has a fine nine-hole par 3 golf course.

An outdoor pavillion is used for a great number of summer dances and parties with lanterns and decorations turning the setting into a veritable fairyland. Mr. Ott's annual Hawaiian Luau is so popular it is run two nights. As many as 900 members can be accommodated inside the clubhouse.

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80 Years of Denver Club Life

of its time.

In the upstairs dining room stood a round table which at lunch was a political power-house. Here gathered conservative political figures, corporation presidents, influential lawyers, plotting the destiny of the city. Sometimes their plans were successful; sometimes they weren't. But every man running for office was aware of the political power of the men at the round table of the Denver Club.

All, however, was by no means staid and sober at the Denver Club. Some time after the turn of the century the president of the club, William H. Bryant, in a torrent of spring enthusiasm, sneaked two gals from the street into the bar to enjoy a little drinking with him and his fellows.

This, of course, was in defiance of the rules, which forbade entry of any women except on rare social occasions. Next morning, filled with remorse and perhaps a hangover, he posted this notice:

"For violating the rules and for conduct unbecoming a gentleman, William H. Bryant is denied privileges of the Denver Club for 30 days."

But, the old red sandstone building—will all its memories of gaiety, good living and civilized conversation—is no more. It was torn down in 1953. The club moved temporarily into the abandoned Glenarm Street building of *The Rocky Mountain News*, which had built itself larger quarters on Colfax Avenue.

In 1954, four days before Christmas, a massive ball saluted the new club rooms, now at the top of a 20-story skyscraper. Unlike the somber sandstone clubrooms, the new quarters are bright and shiny, with picture windows looking toward the mountains, walls done in chocolate and persimmon leather, with alternating Napoleonic and marine moods.

Some of the older members mourned the decision to abandon the past. But the majority of the members welcomed the modernization of the club, and the wives of the members, now permitted access, find it a genial place for cocktails and lunch. Everyone actually knew the Denver Club merely was following the course toward modernization taken by many clubs across the country.

In the early 80's as the Denver Club was setting its course, another club was being formed to strike out in an entirely different direction. This was the Denver Athletic Club. On a cold January night in 1884 six physically-minded men congregated in a commission house on Blake Street to form this club.

Inspiration for the effort was W. R. Rathvon who felt that, while some clubs confined their activities largely to eating and drinking, there ought to be an institution in which health was king. The club's first quarters were in the Baptist Church on 18th Street. Then in 1890 the first part of what is now the red sandstone building on Glenarm Street between 13th and 14th Streets was opened.

It was the center of all sorts of muscular activities—baseball, football, boxing, track, wrestling, swimming, weight-lifting, gymnastics, tennis. The DAC, with its red and black colors, competed with the best teams in the West—and more often than not came out the winner.

From the early 1900's the ladies have enjoyed the club on a basis of equality with their muscular husbands. The ladies' tennis matches at that time were something to behold.

In February, 1951, tragedy struck the DAC. The draperies in the ballroom caught on fire, and the flames defied the efforts of Denver's fire department. Before they were extinguished four members who lived at the club had been burned to death.

The Denver Athletic Club has been rebuilt completely now. Its rooms are tastefully decorated, its dining rooms are excellent, its bar is well stocked, and some of the members still go in for exercise.

The convivial Henry R. Wolcott was an inveterate club man. Not satisfied with helping to found the Denver Club, in the 90's he turned his talents toward establishing a club devoted to horse racing and golf in Overland Park. With him in this venture were such Colorado tycoons as Claude Boettcher, Charles Alfred Johnson, Horace Bennett, Thomas B. Stearns, Lawrence C. Phipps, Harry English and Calvin Bullock.

Promptly they laid out a clubhouse and track where harness racing became a popular sport. The "associate" members fixed up a nine-hole golf course, one of the earliest golf courses in the Rocky Mountain West. The first golf course in Colorado was laid out several years before in the El Paso Country Club, Colorado Springs, which in the early days was heavily populated with sons of distinguished English families.

But in Denver in the 90's golf was looked upon as a sissy game. At the Overland Club, I suspect, the horsy set made such rude remarks to the golf set as, "Why don't you wear lace drawers instead of those knickers?"

So in 1896 the golfers split away from the horsy set and formed their

own club, but using the same course. This eventually became the Denver Country Club which in 1901, when tempers no longer could be held in leash, was moved to its present beautiful grounds on East First Avenue.

The incorporators included such distinguished citizens as Crawford Hill, Richard Sykes, Frank A. Crocker, Chester S. Morey, Merritt W. Gano, John H. Ferguson, John W. Morey, H. J. O'Bryan. Most of these were to be included in Mrs. Crawford Hill's celebrated social which carried such interesting categories as "The Smart Set", "Worth Over a Million" and "Eligible Bachelors." They were the elite of a town who struck out confidently.

They bought 120 acres in a pleasantly wooded farm section on rolling land, and in 1904 built a rambling, frame clubhouse.

Despite the contest between the horsy set and the golfers, all members of the Overland Park Club automatically were given membership for the first year. If they paid dues thereafter, they could continue to be members. The records show that most of them did. Except for some additions and redecorating, the clubhouse looks much as it did 56 years ago. Once on the outskirts of the city, it is now the very center of the city.

The club is noted for its excellent golf course, its top-notch tennis courts, its unusual bowling on the green court, its Olympic-type swimming pool and its fine cuisine.

In the early days the Denver Country Club also offered polo to its members. But once again schism developed. Members and others organized the Denver Polo Club, which lasted between the early 20's and the early 30's and was considered to be the "chicest" gathering place in the city.

Meanwhile, to the west of the city, looking toward the golden foothills another less exclusive club, with more modest dues, was being developed. This was the Lakewood Country Club, organized in 1908 by J. Frank Adams, L. F. Twitchell and T. H. Marshall. It was opened officially on May 23, 1916.

Miss Caroline Bancroft, one of Colorado's well-known western history writers, reports that a month later it was destroyed by fire. Rebuilt and enlarged through the years, it again was destroyed by fire on Dec. 29, 1948. A year later, again rebuilt, it was reopened at one of Denver's fanciest and longest dances.

At the same time Lakewood was trying to keep its head above the flames, another—and quite different type of club was coming into being. The idea of the Cactus Club was to bring together the wits, reverent or ribald; the actors, the writers, the urbane citizens

of the town. Organized in 1910 by such civilized folk as Harold S. Walker, Edward Ring and the famous muralist, Allen True, who studied under Pyle, the group met for a year at Lehner's Restaurant and the White City.

After moving from place to place for several years, their sanctuaries including a reconditioned stable and Henry Wolcott's town house, they finally settled down in second-story quarters at 1440 14th Street. Here they presented witty (and usually naughty) plays and engaged in conversation. For many years the distinguished lawyer, Peter Hagner Holme, was the arbiter of all matters involving words. High over his head at lunch perilously hung a huge copy of Webster's *International Dictionary*. Whenever there was any doubt about the meaning or derivation of a word, the fastidious Mr. Holme would pull down the sacred book and settle the conflict.

Undoubtedly the greatest project of the Cactus Club was the annual play that was given on a natural stage in one of the canyons of Lookout Mountain. Much work and great imagination went into the plays. I remember the play written by Thomas Hornsby Ferril, one of America's great poets, about Colonel Lindbergh following his epochal flight in a one-propeller plane from New York to Paris. As the play reached its climax, a lighted model of a plane crossed the canyon on an invisible wire, bringing the entire audience to their feet in applause.

In recent years the Cactus Club has become largely a gathering place for professional men at lunch time. However, the old spirit of revelry and ribaldy is not dead. Late one night in 1959 while the city was asleep, a merry group from the club set up a Chic Sale privy behind a log cabin, said to be the first meeting of the Colorado legislature, on the state capitol grounds.

Another club with merriment as its goal was founded in the 90's. This is the famous University Club with its celebrated Twelfth Night antics which mock the doings of local and world figures, male, female and neuter. The club was founded on January 29, 1891, by some of the city's best known leaders—Charles H. Toll, Edwin N. Hawkins, John L. Jerome, William R. Barber, Lambert Sternbergh, among others.

Purpose of the club, as described then, was to stimulate civilized conversation and "the encouragement of literature and art." A college or university degree was necessary for membership. A degree is still required, and there is no doubt that subjects involving art and literature often are on the tongues of the diners. But nothing is allowed to impede the pleasant glow

of companionship around the bridge, gin rummy and domino tables, and especially at "Twelfth Night."

To many who have the privilege of being present at this annual fun-poking extravaganza, this is the gayest night of the year. Revelry is unleashed, the hounds of satire are set free, slap-stick and sharp wit are given full rein. In the great dining room with stained glass windows, the cast sets out "to roast up in rhyme" those who have appeared in the public eye. The local objects of their barbs usually are present, and there's much wincing and groaning and shifting on seats before the curtain falls.

A dinner precedes the play. Following the show a cold table that will rival any in the best Continental restaurants offers nourishment to members until dawn.

The University Club has been in its present building at 17th and Sherman Streets for 65 years.

In the 20's two other country clubs were organized that have played an increasingly active part in the social activities of the city. These are Cherry Hills Country Club on South University Boulevard and Green Gables Country Club on Morrison Road.

In 1921 once again a dissident group began to make noises at the Denver Country Club. They wanted a golf course that wasn't always crowded. They also said they wanted a place where there weren't so many people "one didn't know."

So they bought an attractive, rolling piece of land two miles south of the Denver University campus and by September, 1923, they had a clubhouse and what is said to be one of the finest courses in the country. Two events in recent years have made Cherry Hill's golf course internationally known:

1. President Eisenhower repeatedly has played this course on his many stops in Denver. Here he felt he could play and dine without being bothered for he had the privacy he wanted. One of his favorite activities was to sit in the locker room after a game and talk with old friends.

2. In June, 1960, the National Open was held on this course, and executives of the association have said they never had greater courtesy and cooperation than they enjoyed at Cherry Hills. The whole city of Denver backed this event.

Green Gables Country Club was established in 1928 by men of the Jewish faith. The clubhouse and golf course were laid out on a spectacular setting that once was the gentleman-in-the-country farm owned by millionaire Verner Z. Reed Jr. In some ways Green Gables has the most beautiful setting of any of our clubs—with its

view of the red foothills, the green, softly undulating hillocks and the orange and purple sunset.

Prominent in establishing the club were Samuel E. Kohn, Meyer Neusteter and Jacob L. Wolff. In 1947 the same group who had founded Green Gables and others decided they also wanted a club in the city. They bought the fabulous mansion owned by the late Mrs. Crawford Hill and turned it into the Town Club. It is a luxurious place for lunch or dinner.

These are the leading clubs that down through the years have given play, recreation and leisure to people in Denver. Since the war's end a number of new country clubs and luncheon clubs of beauty have sprung into being in rapidly expanding metropolitan Denver. But their story is left for some future author to write a quarter century from now. And I am sure that they will provide their share of legends, of feuds, of service to men who always, to paraphrase an old expression, have wanted to "take mine ease in myne Clubbe."

Author's Note: I am indebted for much of the research involved in this article to Miss Caroline Bancroft, well-known Denver writer, who contributed an article on Denver clubs to the Centennial Edition of the *Rocky Mountain News*. ■ ■

Denver Comes of Age

(Continued from page 56)

Denver's list of miscellaneous attractions is almost endless. Until the afore mentioned First National Bank building was completed, the city's tallest building was a famous landmark, the 335-foot Daniels & Fisher Co. tower.

On the second floor of the new Denver Club building (another Murphison skyscraper) is an unusual little chapel, dedicated to President Eisenhower. Just southeast of the city is the giant Cherry Creek Dam and Reservoir, built for flood control measures and now being developed as a new recreation area for thousands following the nation's newest sport, boating. Near the Union Stockyards is the giant city Coliseum, home of Denver's annual National Western Stock Show and Rodeo, ice-skating extravaganzas, and a variety of other public spectacles.

While Denver likes its outdoors, and the patio and/or barbecue pit are standard fixtures in the post-war home, it still prides itself in a well-rounded cultural program which includes plenty of action for devotees of the higher arts.

During winters, its symphony orchestra offers regular Tuesday night concerts. Its Bonfil Memorial Theater is the first legitimate stage theater

Mt. Vernon Country Club

Golden, Colorado

Jonathan A. Rowell, Manager



The Mt. Vernon Country Club is located high in the mountains in Golden at an altitude of 8000 feet and its 5000 members are afforded a panoramic view overlooking Denver and thousands of miles to the east.

Facilities include a swimming pool and tennis courts.

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In summer, Elitch's Gardens, one of the city's big amusement parks, is the scene of the nation's oldest summer stock theater. Central City, 40 miles away in the hills, has grown world-famous for its summer offerings of opera and drama. The city's two daily newspapers, *The Post* and the *Rocky Mountain News*, entertain home folks and visitors alike with summer renditions of opera and home talent under the stars.

But if Denver goes for the arts, it still has a yen for earthier pursuits. The Denver Bears, members of the class AAA American Assn., have broken all minor league attendance records. Greyhound and thoroughbred horse racing are regular summer diversions at the Mile High and Centennial Race Tracks, respectively. Denver now owns a franchise in the new professional American football league.

Climate, general attractiveness, and recreational facilities inevitably head the lists of reasons given by newcomers for their move to Denver. They have doubled the metropolitan area's population to more than 800,000 since 1946.

Denver has for many years been a headquarters for so many government agencies that it has called itself "Little Washington." Exclusive of uniformed military personnel, more than 20,000 federal employees live and work in Denver.

This is where Ike suffered his heart attack in autumn of 1955. He was treated at nearby Fitzsimons Army Hospital in suburban Aurora. During his Denver visits, he golfs on the well manicured greens at Cherry Hills Country Club. He fishes on St. Louis Creek at Fraser and on the South Platte 40 miles to the southwest of Denver.

Government is not the sole contributor to Denver's new prosperity.

Along with commerce and industry, Denver has become one of the nation's great convention cities, with 5000 first class hotel rooms and 3000 first class motel rooms.

A 288-room addition to the Brown Palace Hotel was opened even as construction started on the new Hilton Hotel.

Simultaneously, Denver was treated late in 1958 to the unveiling of the nation's newest downtown department store, the mammoth May-D&F store representing a merger of a great national firm with Denver's traditional Daniels & Fisher Co.

Despite its interesting and varied economy, Denver still stops sometimes to wonder why it is. It's true that the confluence of Cherry Creek and the South Platte River (neither big enough to float a boat) was a logical place to start a mining camp following the discovery of gold.

But there wasn't much else to Denver and, after the first continental railroads bypassed the city to north and south, its city fathers felt they were lucky to get a spur line connecting with the Union Pacific at Cheyenne.

By that time, silver had been found at Georgetown, Horace Greeley had sent Nathan Meeker west to found the Union Colony at Greeley, the University of Denver's predecessor had been started, and Denver had been named territorial capital. In 1876, Colorado achieved statehood and the Leadville silver boom started. In the late '70's, after the Ute Indians gave up the ghost following their last abortive uprising at Meeker, Western Colorado,

with all its precious metals and other resources, was opened up to white development.

Denver, as the capital, became the nerve center for this vast development energy in all parts of the state. By the end of the century, Denver was the trading, financial, and transportation hub of the Rockies.

An infant, she grew old, conservative, complacent, and relatively prosperous and stayed that way until the servicemen discovered her and the Rockies and the Colorado climate during World War II. The war popularized air travel, resulted in better surface transportation, and the servicemen came back to live, bringing with them the beginnings of the great travel boom which has quadrupled the city's vacation business since 1946, and setting the stage for the economic and industrial expansion of the last decade.

Great growth has brought great problems. Exploding population has been costly—but Denver people usually have come up with the answers. ■ ■

Why Experts Should Consult Experts

By Victor D. Molitor

If an expert thinks he has no competition today, let him take a look at this. According to Eric Johnston, president of the Motion Picture Association, "Some 90 per cent of all the scientists who ever lived are living today, and the total accumulation of scientific knowledge is doubling every ten years."

Today's leaders recognize and utilize this vast store of knowledge. For although an expert in any field including the club field may have achieved success, he cannot depend entirely on his past experience to succeed in the future. The world is moving too fast. He must move along with it or be left behind. He needs help today more than ever before and soon becomes lost in a world of his own unless he seeks the advice of specialists who can help him keep abreast of the times.

It is easy for a person in any field to become so engrossed in his own daily program that he is oblivious of what is going on around him. He becomes so interested in developing his own ideas that there is reluctance to give up any part of the job he has tackled. It is difficult for him to make a study of all the ways of doing things efficiently in this changing world, and he hesitates to seek advice from another



Victor D. Molitor

expert.

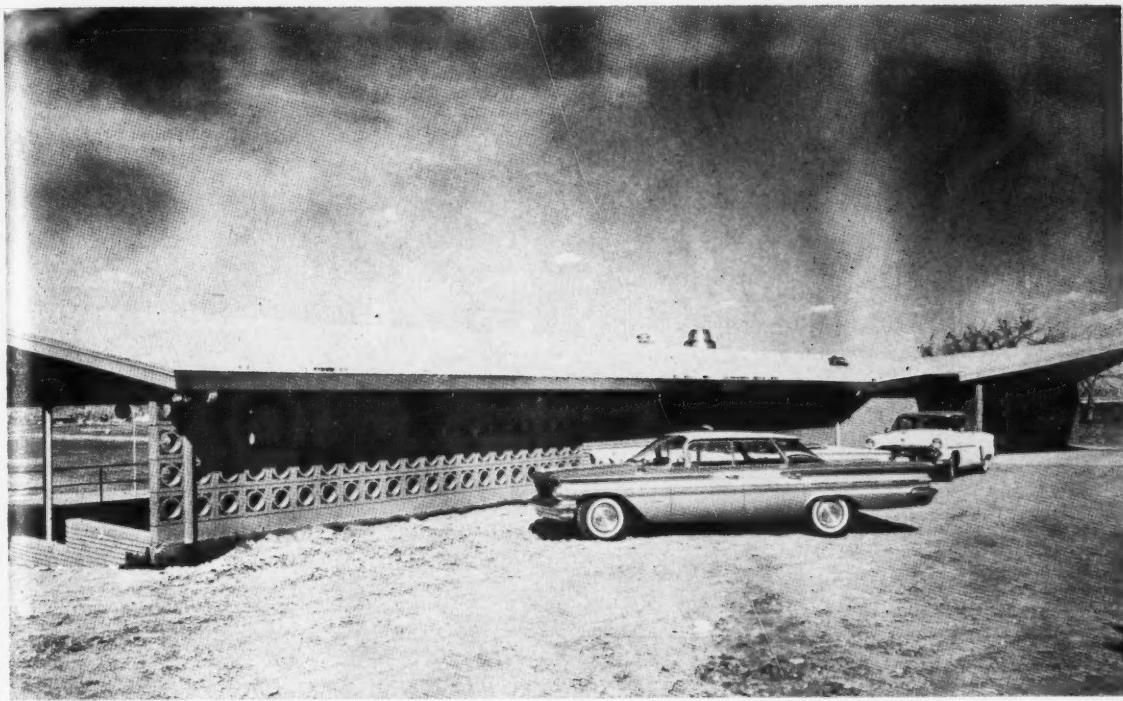
Perhaps he should be forgiven for his dedication to the job. Enthusiasm is one of the greatest tools in shaping and perfecting the world's progress. But where enthusiasm jealousy employed by one man can work effectively, enthusiasm shared can be doubly powerful. Therefore, a specialist in any line is wise to call in other specialists to get firsthand information of new developments in his particular field. This is true in every phase of modern business and should be applied to the club you manage.

Good solutions are normally simple and basic, but they must be within your scope of reasoning. No one person can become skilled in all phases of a field. If you recognize your limitations, you will ask for other opinions to guide and strengthen your own ability. ■ ■

Rolling Hills Country Club

Golden, Colorado

Harold Tucker, Manager



Rolling Hills Country Club became a reality in 1955 when negotiations for its rich 240 acres, located deep in Jefferson County in the foothills region nearer Golden than Denver, were completed.

Unlike other new Denver-area clubs, Rolling Hills was organized by a group who had but one target—a family club. They had no professional aid and no planned real estate development to augment monetary setbacks.

After a long financial struggle the club eventually blossomed into one of the finest private clubs to be found anywhere.

Located high on a bluff overlooking a heavily trapped nine-hole course, by the end of 1961 Rolling Hills members will realize their fullest ambition by playing a full, 18-hole championship course.

Besides an L-shaped Olympic-size swimming pool, Rolling Hills also provides its members trap shooting.

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Newest Designs In Clubs

Pinehurst Country Club

Denver



The new Pinehurst Country Club, Denver, completed at a cost of \$3.6 million features a grill divider in the lobby entrance.



Parking area for 750 cars is provided on the grounds of the 60,000 square-foot clubhouse, where Laurice T. "Bud" Hall is general manager.



The cocktail lounge is accented by a semi-circular bar and organ.

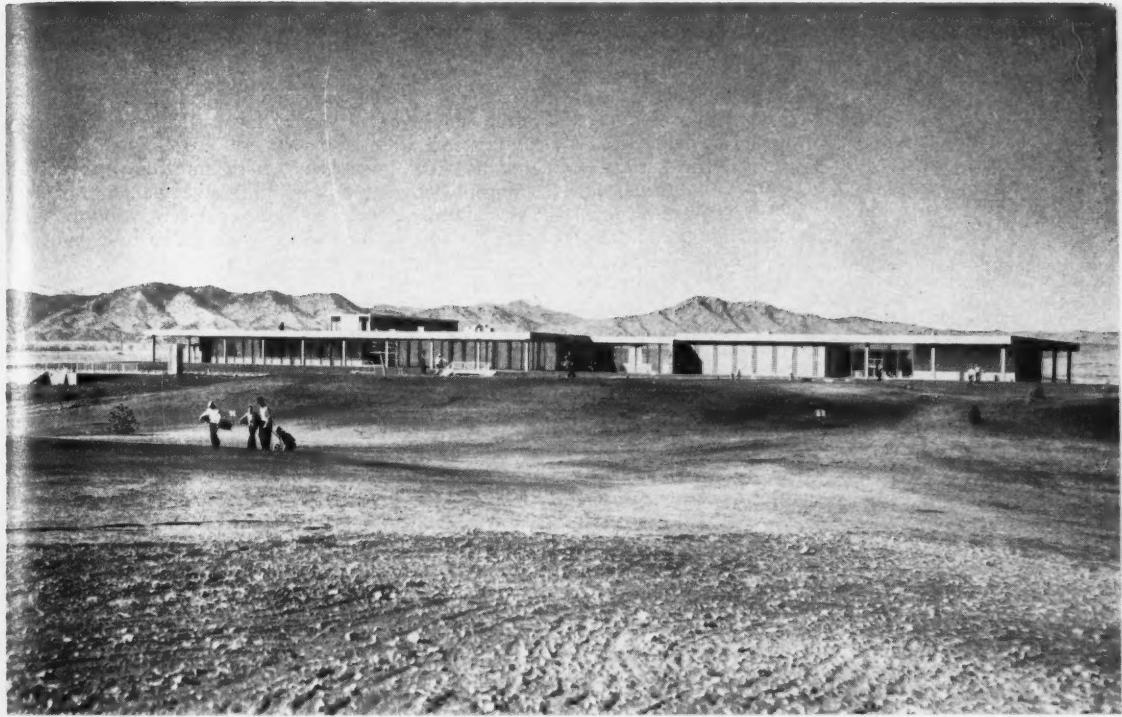


Wood paneling enhances the dining room. The club can feed 1000.

Pinehurst Country Club

Littleton, Colorado

Laurice T. "Bud" Hall, Manager



The luxurious Pinehurst Country Club is one of the newest clubs in the Denver area and is striving for both quantity and quality via a format proven highly successful in such golf-conscious areas as Texas and Arizona.

Boasting a championship 18-hole layout plus an additional testy nine, the course was designed and constructed under the supervision of J. Press Maxwell, and stretches out over 200 of the most golf-perfect acres in Southwest Denver.

The clubhouse site is on a high promontory and presents one of the most imposing and sweeping views in the region. Recreational facilities also include a giant swimming pool, driving range and several putting greens, and plans call for several tennis courts.

At the present time the club has 1650 members with a limit of 2000. Initiation fees are \$780 and annual dues only \$172.80.

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L. William Wagner, Red Run G.C., Royal Oak, Mich.

Vol. XVI

January, 1961

No. 10

Dear CMAA Member:

January is a month for making resolutions. The national office staff hope you will resolve to take full advantage of all needed membership services this year. Our only reason for our existence is to help you.

The Association is very much like your club. Both are groups of individuals with common interests and objectives, who have banded together to enjoy facilities and services that virtually none could provide separately, and who are willing (more or less) to share the cost of these services. Thus, the staff and I, in the national office, bear the same relation to you as a CMAA member that you and your staff do to the members of your club.

The services offered differ in form only. You provide food and beverage facilities; CMAA offers this magazine and the monthly newsletter—this is our “meat and potatoes.” You have golf or other athletic programs; CMAA offers conferences and workshops—the exercise is mental instead of physical. There are many such analogies.

We hope during the coming year to assist in one or more of the many services your Association offers: loan library, publications, legal counsel, reprints, employment service, insurance programs, research and testing facilities, inquiry desk, etc.

Remember to drop in at the temporary national office on the 5th floor of the Denver-Hilton during conference. Dorothy Porter, CMI secretary, and Ouida Schwab, membership secretary, will be there to help you—and so will I. Barbara Bruce and Rosemary Smith must remain in Washington and keep shop there, but send their best wishes for a happy 1961.

Cordially,
EDWARD LYON
 Executive Secretary

Record Attendance in New York For "Club Managers Day" at Hotel Show

The largest group of club managers ever to attend an annual four-chapter meeting, held in conjunction with the New York Hotel Exposition, met on the afternoon of November 14 at the Coliseum in New York City and then wound up their successful meeting that evening at the beautiful Empire State

Club, in the Empire State Building.

On hand for the afternoon business session were CMAA President Kenneth Meisnest of the Washington Athletic Club, Seattle; Vice President John Brennan, Birmingham (Mich.) Country Club; Secretary-Treasurer John Bennett, San Francisco Commercial Club;

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Above, left photo, from left: Robert Halpin, Mrs. Peggy Owen, William Birner, George Fischer, Mrs. Joan Cremers, H. Alton Owen, Jr., Mrs. Nadia Fischer, and John Cremers. Picture at right shows

the record number of managers from Connecticut to California and from as far south as Florida who attended the 1960 meeting at the Coliseum in New York.

CMAA Executive Secretary Edward Lyon, Horace Duncan, Cherry Hills Country Club, Denver, general chairman for the 1961 CMAA conference; and many CMAA past presidents.

Principal speaker was General William Whipple, Jr., USA (ret), chief engineer for the 1964-65 New York World's Fair Corporation. He revealed some of the plans that have been completed for the construction of the fair complex and pointed out that the fair will make money and that it will draw 70 million visitors during its two seasons.

Monday evening at the Empire State Club it was learned that this was the first four-chapter social event ever held in a private club. What's more, the club rushed through a redecora-

program of its dining room in order to present its best appearance to the record group of club managers. Manager John Cremers was on hand to welcome the guests, as were the other committee members: Robert Halpin, Hamilton Club, Paterson, N. J., general chairman, New Jersey Chapter; George J. Fisher, Madison (Conn.) Beach Club, president, and James Diamond, Ridgewood Country Club, Danbury, Conn., Connecticut Chapter; William F. Birner, Sunningdale, Country Club, Scarsdale, N. Y., president, John McCabe, Coveleigh Club, Rye, N. Y. secretary, and Fred Hollister, Scarsdale Golf Club, Hartsdale, N. Y., Metropolitan Chapter; H. Alton Owen, Jr., Harbor View Club, New York City, president, and A. Victor Mundy, India

House, New York City, City of New York Chapter; and Phillip H. Gunter, Essex Country Club, W. Orange, N. J., president, and Marshall H. Holz, Jr., Plainfield (N. J.) Country Club, secretary, New Jersey Chapter.

Cocktails preceded an excellent dinner following which several lucky managers and guests won door prizes. The remainder of the evening was devoted to dancing or trips to the observation tower of the Empire State Building.

Illini Regional

More than 65 people were present November 21 at the Decatur (Ill.) Club for the first regional meeting between the Illini, Iowa Tall Corn, Chicago

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Use a frothing product containing Saponine, banned in many states?		
Pay more than $\frac{1}{2}$ c per cocktail for a lemon flavored drink base?		
If you are using FROTHY MIXER your answers are all		NO

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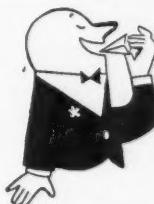
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Services offered with membership in the Club Managers Association of America were illustrated at the club management booth at the November New York Hotel Exposition, sponsored by the four eastern chapters: City of New York, Metropolitan, Connecticut and New Jersey. Services from left to right, are CLUB MANAGEMENT magazine, "Newsletter," educational conferences, workshops, reprint service, legal and tax counsel, employment service and the book, "Uniform System of Accounts for Clubs." Non-member club managers interested in joining CMAA should write Edward Lyon, Executive Secretary, CMAA, 1028 Connecticut Avenue N. W., Washington 6, D. C., for qualifications and complete information.

and St. Louis chapters. Robert Guynn, CMAA director, was host-manager for the meeting.

A sparkling educational program was held in the afternoon. Words of welcome were given by Mr. Guynn, Illini Chapter President Bill Gibbons, Timber Lake Country Club, Peoria, and William C. Van Law, immediate past president of the Decatur Club.

Walter C. Carlson, Bureau of Internal Revenue, Springfield, spoke on tax



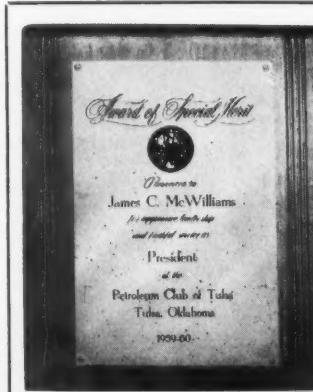
At the regional meeting November 21 at the Decatur (Ill.) Club were three chapter presidents. From left to right are: E. J. Ehmann, Wakonda Country Club, Des Moines, president of the Iowa Tall Corn Chapter; Tony Wayne, Riverside Golf Club, president of the Chicago Chapter; and William M. Gibbons, Timber Lake Country Club, Peoria, president of the Illini Chapter. Not in the picture, but attending the meeting, was Hazel B. Carlsen, Greenbrier Hills Country Club, St. Louis, who represented Jack Kane, president of the St. Louis Chapter, who was unable to attend.



Host for the regional meeting November 21 at the Decatur (Ill.) Club was CMAA Director Robert Guynn, shown here talking things over with CMAA Vice President John T. Brennan, Birmingham (Mich.) Country Club, who was one of the speakers at the meeting.

problems and exemptions. He covered tax on life memberships, the new ruling on tax exemption for money involved in capital improvements and answered several questions on specific tax instances from an interested audience.

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wath spoke on financial statements and fiscal problems in running a club. He urged everyone to study carefully the new IRS ruling on tax exemption status as it concerns outside business.

Ferd Sperl, manager of the Pere Marquette Hotel, Peoria, spoke on food and food service. He counseled managers to give the members "what they want" in the way of food . . . and then charge for it.

CMAA Vice President John T. Brennan, manager of the Birmingham (Mich.) Country Club, spoke to the group after dinner on several CMAA achievements and on the tour that he and two other managers made of outstanding Air Force clubs.

Refreshments and hors d'oeuvres preceded a superb dinner featuring Cointeflet de Boeuf, and employing Confectionery service by Mr. Guynn's capable staff.—Johnson Poor.

urer at a special meeting of the chapter held September 8, 1960, at Milwaukee Country Club. The new officers were elected to replace President William Buescher and Secretary-Treasurer Dieter Sturm, who have left the area.

Metropolitan

*Reported by John A. McCabe,
Secretary*

William F. Birner, Sunningdale Country Club, Scarsdale, N. Y., was re-elected president of the chapter at the November 21, 1960, meeting held at the Harmonie Club.

Other officers to serve with him are: Peter D'Angelo, Hampshire Country Club, Inc., Mamaroneck, vice president; John A. McCabe, Coveleigh Club, Inc., Rye, secretary; Robert F. Carney, Winged Foot Golf Club, Mamaroneck, treasurer; and Fred H. Scharpenberg, Engineers Country Club, Roslyn, L. I., sergeant at arms. Trustees elected were: Steven F. Yurassis, Hempstead Golf Club, Inc., three years; Ernest R. Oberhammer, Quaker Ridge Golf Club, Scarsdale, two years; and Charles F. Frey, Orient Beach Club, Mamaroneck, one year.

The following were elected to membership: Richard F. Kirwan, Broad Street Club, New York City; George C. Jehlen, Sleepy Hollow Country

NEWS OF THE CHAPTERS

Badger State

Hans J. Indvik, Westmoore Country Club, Brookfield, Wis., was elected president and Charles A. McGlinch, Madison (Wis.) Club, secretary-treas-

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Club, Scarborough; Alexander H. Levczuk, Garden City Country Club (provisional); and Edward Zeller, Brentwood Golf and Country Club.

A congratulatory telegram was read from Honorary Member Adolph Koenig. Thanks were extended from the chapter to Eric Meier, host-manager for the meeting, for the wonderful evening and food.

Note: For information on the safari to the Denver conference call Al Deichler, The City Midday Club, 23 S. William St., New York City.

The next meeting will be held at 5 p.m. January 9 at The Golf House, 40 E. 38th St., New York.

Toledo

*Reported by Lester J. Pursell,
Secretary*

Ed Lyon, executive secretary of CMAA, was guest speaker at a meeting held October 24 at the Inverness Club, talking on "CMAA and Its Services to Members."

Mr. Lyon included in his speech information concerning CLUB MANAGEMENT, the loan and reprint services, conferences, insurance, the inquiry service and closed with the sentence, "When you join the CMAA you are buying collective wisdom."

An open forum discussion was held

afterward during which members asked Mr. Lyon questions, many of them revolving around the use of clubs by non-member groups.

Twenty-eight members and guests attended the meeting and fine dinner hosted by Ted Lewis and his wife, Ellen. The chapter was pleased to have Mr. Lyon as a guest.

Piedmont

*Reported by Ray F. Garrett,
Secretary*

Reg Lamb, Starmount Forest Country Club, Greensboro, N. C., was re-elected president of the chapter for 1961, along with his entire board of officers, at the meeting held October 30-31 at Mr. Lamb's club.

Other officers are Clarence Mann, Forsyth Country Club, Winston-Salem, N. C., as vice president and Ray F. Garrett, Florence (S. C.) Country Club, secretary-treasurer.

Betty Ott, Henderson (N. C.) Country Club, was reinstated as a member of the chapter, and Charles Grubb, Carolina Country Club, Raleigh, N. C., a provisional member.

Copies of Ted Bovard's employment retirement plan were passed out and the chapter extends its thanks to Mr.

Bovard for Martha Greensboro food service Institute.

Peg and meeting, g licious food ing. They assortment topped of derloin o Thanks a splendid

Nation
Report

Edgar director pensation speaker a the Nation mon. C He spo sation p city club much v talk and period v

There meeting and gu

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- 6 Green/White Striped Paper Vests (For Bartenders)

No. 1—Also includes 100 full sized green and gold metallic hats \$40.00 per set.

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Bovard for sharing this idea with us.

Martha Long, food editor of the Greensboro *Daily News*, spoke on the food served at the New York Editor's Institute.

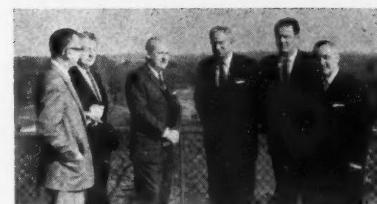
Peg and Reg Lamb as hosts for the meeting greeted members with a delicious food display before the meeting. They served cocktails and a wide assortment of cold cocktail foods topped off with char-broiled beef tenderloin on thin slices of rye bread. Thanks are extended to them for their splendid hospitality.

National Capital

Reported by Raymond J. Kyber,
Secretary

Edgar Lickey, District of Columbia director of the Unemployment Compensation Board, was the featured speaker at the November 28 meeting of the National Capital Chapter at Woodmont Country Club, Rockville, Md. He spoke on unemployment compensation problems of country clubs and city clubs and the managers received much valuable information from the talk and from the question and answer period which followed.

There was a fine attendance at the meeting with many wives of members and guests present for the cocktail



Attending the November 18, 1960, National Capital Chapter meeting held at Washington Golf and Country Club, Fairfax, Va., in honor of Kenneth Meisnest, national president of CMAA, and his wife were, from left to right: Ed Lyon, executive secretary of CMAA; Herb Barrett, host for the meeting, Washington Golf and Country Club, Arlington, Va.; Col. Richard E. Daley, Army Navy Country Club, Arlington, Va.; Mr. Meisnest; Charles E. Smith, Chevy Chase (Md.) Club; and Jacques N. Aimi, Woodmont Country Club, Rockville, Md., president of the chapter.

hour and the fine buffet dinner under the direction of Woodmont's Master Chef Marchitelli.

Manager and Mrs. Jacques N. Aimi were in charge of the affair, and several members of the Woodmont board of directors were in attendance including Mr and Mrs David Bornet, president of the club.

Other special guests were George E. Leftwich, president of the Virginia Chapter and manager of the Downtown Club of Richmond, James



Enjoying the scenery on the grounds of the Washington Golf and Country Club at the November meeting are: Ken Meisnest, CMAA national president; Mrs. Jacques Aimi; Mrs. Herb Barrett, hostess for the meeting; Mrs. Meisnest; and Mr. Barrett.



At the National Capital Chapter meeting November 28 were, from the left: Raymond J. Kyber, Norbeck Country Club, Rockville, Md., National Capital Chapter secretary; George E. Leftwich, Downtown Club of Richmond, Virginia Chapter president; Jacques N. Aimi, Woodmont Country Club, Rockville, Md., president of the National Capital Chapter; and Richard E. Daley, Army Navy Country Club, Arlington, Va., CMAA director and a past president of the CMAA.

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Thomas, president of the Golf Course Superintendents Association of America, who was introduced by Richard E. Daley, director of the CMAA and manager of the Army Navy Country Club, Arlington, Va., and Donald H. Clark, publisher of CLUB MANAGEMENT.

Iowa Tall Corn

*Reported by Warner E. Wood,
Secretary*

Emil Donadin was host-manager for the November, 1960, meeting held at his Des Moines Golf and Country Club.

Plans for attending the Denver conference were discussed with the decision that the chapter would sponsor a special car on the Rock Island leaving Des Moines January 24. The date for the next meeting will be set at the conference. Refreshments and luncheon were served before the meeting.

Cleveland

*Reported by George G. Burdick,
Secretary*

Mrs. James Park, wife of the late chapter and national member, was guest of honor at the November 9, 1960, dinner meeting, held at Cleveland Skating Club.

A memorial tribute was paid to the late Mr. Park, and Chapter President Clem Young presented an engraved plaque to Mrs. Park.

Twenty members and wives attended the meeting for which George and Mrs. Burdick were host and hostess.

Pittsburgh

*Reported by Lynn E. Bauer,
Secretary*

A meeting was held November 22, 1960, at St. Clair Country Club, Bridgeville, Pa., with R. Haskell Blaisdell and his wife as hosts.

The chapter elected the following to membership: Joseph Ferris, Variety Club; Leonard Fennelly, Uniontown Country Club; Harold Mazzan, Chariots Country Club; and Mrs. Ruth Wagner, 20th Century Club, and Robert Herzog, the Playhouse (provisional).

Plans were made for the Christmas dinner dance.

Peninsular

*Reported by Alfred Schiff,
Secretary*

Howard Duckworth was elected president of the Peninsular Chapter at a meeting held recently at the Century Club, Muskegon, with Mr. and Mrs.



Ken and Alma Meisner stand in front of an elaborate ice carving of the initials "CMAA" at a reception given for them recently at the University Club, Portland.

Walter S. Pattison as hosts. Other officers selected were Ed Turner, vice president, and James Ford, secretary-treasurer.

Alfred Schiff was named delegate to the Denver conference, and various reports for the year were read and approved. It was agreed to have two educational meetings a year. The group enjoyed fine hors d'oeuvres and an excellent dinner.

Oregon State

*Reported by Emil Piluso,
Secretary*

Jan Richter, Oswego Lake Country Club, was elected president of the Oregon State Chapter at the November 28 meeting held at the Waverley Country Club, Portland, with Claude Gallo-

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way as host.

Other officers include Robert Lloyd, Eugene Country Club, vice president; and Mrs. Alicia Brady, Town Club, Portland, secretary-treasurer. The newly-elected officers will be installed at the January 10 annual regional manager-director meeting at the Oswego Lake County Club.

Following a taped welcome to Denver from the Mile High Chapter, Bill Curtis discussed the possibility of a train caravan of the Oregon Chapter connecting in Portland with those from the Inland Empire and Evergreen chapters, for the Denver conference.

President Norm Moyer presented a farewell gift to Mabel Frederickson, Portland Woman's Club, who is retiring from the club management field and will make her home in Hawaii.

Central Pennsylvania

Reported by T. F. Chiffriker, Jr., President

Chapter members' wives and club officers attended the November 28 meeting held at the Country Club of York with Paul F. Donnelly as host. The buffet dinner consisted of roast filet of beef, oysters à la York Country Club and salad.

Mark Stanley, Pottsville Club, and Randolph Hutchens, Williamsport Country Club, were elected to membership. Al Fahey, Outdoor Country Club, York, was elected to fill a vacan-

cy on the board; and Mr. Donnelly was made chairman of the committee for advertising in the conference issue of CLUB MANAGEMENT. The next meeting is to be held at the Outdoor Country Club on January 9.

Upper Midwest

Dale Shephard, Campus Club, Minneapolis, was elected president of the Upper Midwest Chapter at the meeting November 14, 1960. Other officers are Howard R. Bell, Golden Valley Golf Club, Minneapolis, vice president; and Bruce G. Plante, Le Sueur Golf Club, secretary-treasurer.

Directors include: Harold J. Berndt, Town & Country Club, St. Paul; Mrs. Eleanor Mitchell, Oak Ridge Country Club, Hopkins; and Hans J. Skalle, Interlachen Country Club, Minneapolis.

Virginia

Clyde Roberts, Willow Oaks Country Club, Richmond, has been elected president of the Virginia Chapter. Other new officers are Dorothy Bender, Colony Club, Richmond, vice president; and John Birchfield, Meadowbrook Country Club, Richmond, secretary and treasurer.

Les White, Commonwealth Club, Richmond, and Roland Chartier, Hidden Valley Country Club, Roanoke-Salem, as well as Mr. Birchfield, were elected to the board for a three-year term.

Those continuing to serve on the board include Miss Bender, Mr. Roberts, G. E. Leftwich, Jr., Downtown Club of Richmond, Emil Evancho, Lakeside Country Club, Richmond, and J. W. Presson, Hermitage Country Club, Richmond.

Southern California

Reported by Frank T. Sherwood, Secretary

The ninth annual dinner honoring club officers and directors was held by the Southern California Chapter at the California Club, Los Angeles. Emil Lepp, president, presided. Members roll call and introduction of the guests were made by Jerry Kearn and the welcoming address was given by Alfred R. Bone, Jr., a director of the California Club.

Edward K. Zuckerman was the featured speaker and he stressed the importance of club presidents and managers working together as a team. He urged that managers acquaint the board members with the facilities of the club and that the managers should be resourceful, realistic and surround themselves with competent assistance.

New England

Reported by Beatrice Phillips, Secretary

Charles C. Wallace, Harvard Club, Boston, was elected president of the

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New England Chapter at the annual meeting held November 21, 1960, at the Tatnuck Country Club, Worcester, with Peter Berrini as host-manager and William Travers, Worcester Club, co-host.

Other officers are Harold T. Hueber, The Country Club, Brookline, vice president; James J. McMahon, Charles River Country Club, treasurer; and Beatrice M. Phillips, Brae Burn Country Club, West Newton, secretary. New directors are William Gosselin, Chilton Club, Boston, and Kenneth Painton, Union Club, Boston.

Edward Lyon, CMAA executive secretary, spoke on the advantage of belonging to the CMAA and presented the chapter with a new charter (replacing one that was lost); Mr. Lyon pointed out that the chapter was the oldest unit in the CMAA, having been formed in 1914.

Theodore W. Fecteau, manager of the Larches Club, Hopedale, was elected to membership, and the members enjoyed a delicious roast beef dinner prepared by Mr. Berrini's staff.

San Francisco

Reported by Joseph E. Costello,
Secretary

The San Francisco and Bay Area Chapter held its annual formal presidents' dinner November 29, 1960, at

the Olympic Country Club with John G. Halkett, general manager of the Olympic Club, and Don H. Cameron, manager of Olympic Country Club, as hosts. More than 80 members and guests attended.

Featured speaker of the evening was Richard Smith, president of the Olympic Club, who traced the 100-year history of what is said to be the oldest athletic club in the United States.

The club, which celebrated its centennial year with a month-long program, was founded in 1860, said Mr. Smith, when 23 young men got together. Today, with a membership of about 6000, the club boasts a city clubhouse, a country club home with two championship golf courses and sponsors 14 different sports, according to Mr. Smith.

Mr. Smith pointed out that 34 men have been president of the club since it first started in rented quarters 100 years ago.

Other highlights of the meeting included a talk by CMAA Secretary-Treasurer John W. Bennett, San Francisco Commercial Club, and a speech by "Dutch" Harrison, golf pro, who called for greater cooperation between the manager and the pro. Also at the meeting was Joe Sullivan, a member of the hotel employers association and head of the San Francisco Club Institute. Mr. Halkett was master of ceremonies.

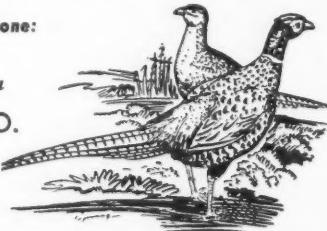
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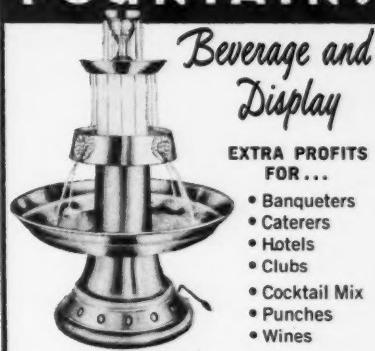
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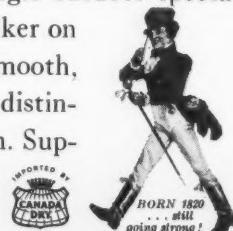
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January, 1961

15-Withholding tax and Federal Insurance Contributions Act tax: The sum of tax withheld from wages during December, 1960, and employee tax and employer tax under the Federal Insurance Contributions Act for December, 1960, may be remitted to an authorized depository. Return on Form 450. If this option is exercised, Form 450 must be filed in time to permit authorized depository to return validated Form 450 prior to filing return for fourth quarter of 1960.

Exempt corporations: Information return on Form 990 or 990-A, due from certain exempt corporations with accounting periods ended August 31, 1960.

31-Withholding tax and Federal Insurance Contributions Act tax: Return for fourth quarter of 1960 due and tax payable. Return on Form 941. Attach validated Forms 450 to return. Reconciliation return (Form W-3) for calendar year 1960 due and last day to give employee statement of tax withheld and wages paid for the calendar year 1960.

Unemployment tax: Return for 1960 due and tax payable.

Excise taxes: Tax on membership dues, initiation, transfer and assessment fees, admissions and other excise taxes for December 1960, if more than \$100, may be paid to an authorized depository. Return on Form 537. If this option is exercised, Form 537 must be filed in time to permit depository to return validated Form 537 prior to date for filing return for the fourth quarter of 1960. Otherwise, return for fourth quarter due and tax payable. Return on Form 720. Attach validated Forms 537 to return. If return is accompanied by depository receipts showing timely payment of tax for the entire quarter, due date of Form 720 is extended to February 10, 1961.

February, 1961

15-Withholding tax and Federal Insurance Contributions Act taxes: The sum of tax withheld from wages during January, 1961, and employer tax and employee tax under the Federal Insurance Contributions Act for January, 1961, if more than \$100, payable to an authorized depository. Return on Form 450.

Exempt corporations: Information return on Form 990 or 990-A due from certain exempt corporations with accounting periods ended September 30, 1960.

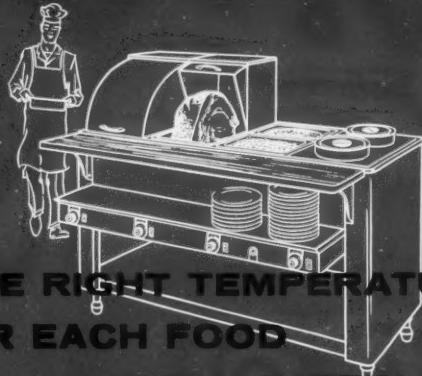
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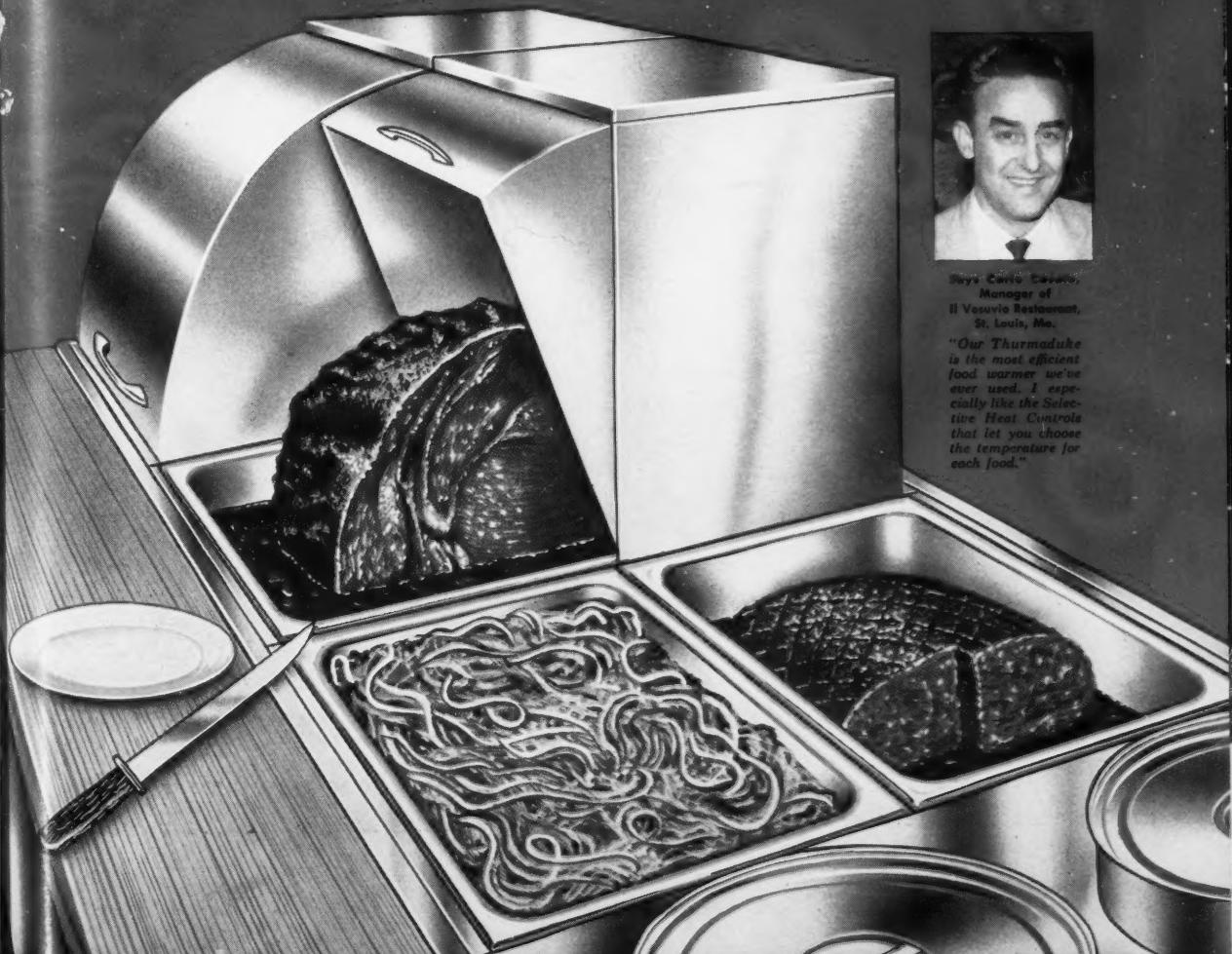
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